

MANAGEMENT METHODS

BUSINESS ADMINISTRATION
LIBRARY

APRIL 1957

APR 17 1957

PRACTICAL SOLUTIONS TO ADMINISTRATIVE PROBLEMS



Scott McIntyre, United Fire and Casualty Co., Cedar Rapids, Iowa

IN THIS
ISSUE

How to use a company plane profitably *page 36*

Look before you leap to the suburbs *page 41*

NATIONAL SECRETARIES WEEK, APRIL 21-27



Generalaire No. 1960F
in Suede Brown.

Generalaire.

in your choice of decorator colors

42 smartly-styled models, efficiently designed and sturdily built for a business lifetime of wear

Picture in your own office this smart new Generalaire, finished in Suede Brown! Or if you prefer—you can have it in Pine Frost Green, Autumn Haze, Glen Green or Manila Tan—with harmonizing Velvoleum or Textolite writing top.

These are the decorator colors in which GF now offers modern metal desks. They bring freshness and new life into any office. They convert drab monotone clerical areas into interesting, inspiring places to work.

As for the GF Generalaire desk itself, it incorporates too many new *exclusive* features to name here. But of this you may be sure: It has everything you'd expect in a much costlier desk . . . plus some efficient features you won't find even in far more expensive desks. This metal desk can't split or warp, its drawers will never stick, its solidly-welded joints can't come loose. Year after year, from the day you buy a GF Generalaire, it will be as handsome as it is today. That's real economy!

There's a GF Generalaire for every office job . . . 42 models . . . and the best way to choose is to see them for yourself at your nearest GF Dealer or factory branch. For an illustrated folder, write The General Fireproofing Co., Dept. M-65, Youngstown 1, Ohio.

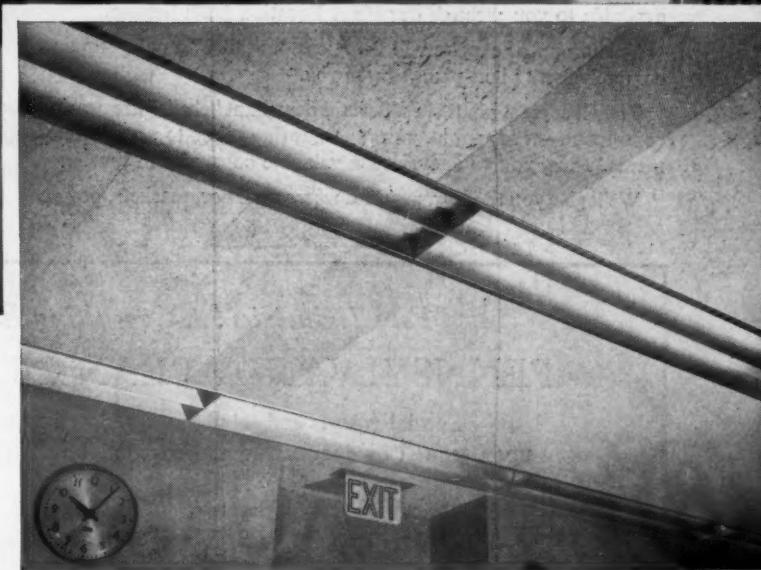
MODE-MAKER, GENERALAIRE, 1600 LINE DESKS • GOODFORM ALUMINUM CHAIRS
SUPER-FILER MECHANIZED FILING EQUIPMENT • GF ADJUSTABLE STEEL SHELVING

GF metal business furniture is a **GOOD** investment

(Circle number 185 for more information)

GENERAL FIREPROOFING
Foremost in Metal Business Furniture

*ANOTHER
Acousti-Quiet
OFFICE*



American Hardware Mutual Insurance Company, Minneapolis, Minnesota. Ceiling installation is of Acousti-Celotex Celotone* Incombustible Fissured Mineral Fiber Tile. Architects: Thorshov & Cerny, Inc. Acousti-Celotex Contractor: Insulation Sales Company.

Efficiency Goes Up as Noise Goes Out

To the office troubled with problems of absenteeism, turnover, errors . . . Acousti-Celotex Sound Conditioning brings a welcome solution. A sound-absorbing ceiling of Acousti-Celotex Tile effectively arrests routine

noises of office equipment, phones, traffic. The resulting *quiet comfort* aids in improving personnel efficiency, morale, and productivity. **Mail Coupon Today** for a free analysis of your noise problem, plus free booklet.

*REG. U. S. PAT. OFF.

MAIL NOW!

The Celotex Corporation, Dept. MM-47
120 South La Salle Street, Chicago 3, Illinois

Without cost or obligation, please send me the Acousti-Celotex Sound Conditioning Survey Chart, and your new booklet, "Sound Conditioning for Office Workers."

Name _____

Firm _____

Address _____

City _____ Zone _____ State _____

ACOUSTI-CELOTEX
REGISTERED
U. S. PAT. OFF.



Products to Meet Every Sound Conditioning Problem . . . Every Building Code—The Celotex Corporation,
120 S. LaSalle St., Chicago 3, Illinois • In Canada: Dominion Sound Equipments, Ltd., Montreal, Quebec

A message to Manufacturers seeking a New Plant Site



Pennsylvania will "custom-tailor" a new plant plan just for you!

A complete, comprehensive A to Z Plan!

Suggested plant sites. Financing, mortgage, and building help.

Labor, market, and resource facts. Power, water, raw materials, etc.

All inquiries serviced in strict confidence!

Pennsylvania is proud of the calibre and capacity of the experts available to you through our Plant Location Data Service.

This group of experts will help "custom-tailor" a complete and comprehensive plant plan *just for you*.

They'll suggest plant sites. Several new plant "shells" are nearing completion—ready for interiors and flooring suited to *your* requirements. Thus, you will save much valuable construction time.

We'll give you the *how, why and where* on labor, markets, power,

water, raw materials, etc. This means that *smaller* manufacturers can now get a plant-location service previously available to only a few industrial giants.

And if *financing* is your problem, Pennsylvania's state-sponsored 2nd Mortgage Fund helps assure *100% financing for your new plant* (thus reducing demands on your working capital).

The scope of services available to you, indicated below, suggests how sincerely the Commonwealth of Pennsylvania welcomes your inquiry.

For: Industries . . . Consulting Engineers . . . Industrial Realtors

PENNSYLVANIA PLANT LOCATION DATA SERVICE

Special reports and tabulations, tailored to stated location requirements, will be prepared upon request by engineering and economics staff from central data, files and direct sources, covering:

LABOR—Availability, skills, rates, surplus areas.

MARKETS—Consumer, industrial-product, state, regional.

TRANSPORTATION—Water, rail, truck, air transit times, costs.

FINANCING—Community-state industrial building program, lease-purchase.

BUILDINGS—Availability, sizes, location, structural descriptions.

SITES—Acreage, topography, utility services; photos, maps; industrial districts.

MATERIALS—Metals, industrial chemicals, wood, textiles, farm products.

MINERALS—Location, reserves, potentials, analyses.

WATER—Quantitative, qualitative analyses.

POWER—Capacity, network, industrial service, costs.

FUEL—Coal, oil, natural gas service, costs.

ENGINEERING—Schools, enrollments, specialization,

research laboratories.

TAXES—Inter-state and community comparisons, assessment ratios, millages, corporate.

COMMUNITIES—Characteristics, size, regions, housing, schools, culture, recreation.

Industrial Representatives Available For Inspection Tours, Conferences And Consultations

For free copy of "Plant Location Services" booklet, or for details on how the PENNSYLVANIA PLAN can provide 100% financing for your new plant, write or call:

Pennsylvania Department of Commerce
Plant Location Data Service
Main Capitol Building, 539 State St.
Harrisburg, Pennsylvania
Phone: CEdar 4-2912

"Plant" your business in Pennsylvania and prosper!

(Circle number 101 for more information)

MANAGEMENT METHODS

APRIL 1957 • VOLUME 12 No. 1

CONTENTS

How to use a company plane profitably.....	36		
<i>Firms of all kinds find that a company plane can bolster sales. But a plane may be a poor investment for you. Here are the facts.</i>			
Look before you leap to the suburbs.....	41		
<i>Ready to move to the promised land of the suburbs, this expanding, city-based firm stopped to study the facts—and decided to stay put.</i>			
10 ways to measure your foreman relations.....	44		
<i>These 10 questions may spotlight poor practices that are blocking your front-line supervisors from effectively doing their job.</i>			
How Kaiser Steel prevents inventory obsolescence	47		
<i>Using two simple forms and a new program of "preventive obsolescence," this steelmaker slashed \$1 million from its spare parts inventory.</i>			
How Rockwell profits from diversified marketing	49		
<i>A continuation of last month's Profile of a New Kind of Manager, this article reveals how Rockwell Manufacturing controls its selling costs.</i>			
Are you ready, willing and able to delegate?.....	62		
<i>Successful delegating calls for the right state of mind—and planning. Here's a master plan that will help you get more done through others.</i>			
Two ways to feed employees.....	75		
<i>You can provide suitable lunch facilities for employees without getting into the restaurant business. Here are two diverse in-plant feeding methods.</i>			
How to stump the grapevine with a supervisor newsletter	80		
<i>If you rely on the spoken word for communication down the line, you're creating a climate for rumors. A supervisor newsletter is one answer.</i>			
How public relations helps you launch a new product	88		
<i>PR can't transform a weak product into a strong one. But if your product is worthy of success PR can help make it more successful.</i>			
DEPARTMENTS AND SHORT FEATURES			
Point and counterpoint: letters to the editor..	12	Tax quiz: recent court cases.....	30
What they said: a review of current surveys	20	Thought starters: administrative solutions...	57
Too good to miss.....	26	Consensus: electronic briefs worth repeating	69

today's fashion in business furniture!



● New! Cosco Chairs, Settees, Sofas and Occasional Tables . . . styled to create a warm, congenial atmosphere in reception room, conference room, private office. Introduces the last word in furniture comfort, Leaf Spring Suspension: *cushions ride buoyantly on flexible bands of tempered steel!* Legs extended in rear to protect walls. Socket glides stay level when furniture is tilted. Reversible coil spring or foam rubber cushions. Cloth and plastic upholstery; many patterns, colors. Bonderized frame has a chip-resistant, baked-on enamel finish. Tables have lifetime FibreResin tops and shelves. Prices start surprisingly low. Call your Cosco dealer or mail coupon today!

Find your COSCO dealer in yellow pages of phone book or attach coupon to your letterhead

Hamilton Manufacturing Corporation, Dept. MM-47, Columbus, Indiana

(COPR. 1957)

Please send information on new COSCO Business Furniture.

Name.....

Firm.....

Address.....

City.....

Please send information on COSCO Office Chairs.

State.....

(Circle number 102 for more information)

BY THE MAKERS OF
COSCO®
OFFICE CHAIRS



Model 18-TA
Executive Posture Chair
\$49.95 (\$52.45*)

Model 15-F
Secretarial Chair
\$29.95 (\$31.95*)

Model 20-LA
Conference Arm Chair
\$29.95 (\$31.95*)
(*Zone 2—Texas & 11 Western States)

Model 23-L
General Chair
\$15.95 (\$17.95*)

MANAGEMENT METHODS

22 West Putnam Ave., Greenwich, Conn.

Publisher
Jerome W. Harris

President
William S. Kline

Editor: J. W. Harris
Executive Editor: R. R. Conarro
Feature Editor: B. W. Powell
Art Director: Laurence Lustig

Editorial
Consultant: Leslie M. Sloane
Electronics
Consultant: Felix Kaufman
Production Mgr.: Argyll C. Rubin
Adv. Production: Joan Longnecker

Business Manager: Edwin D. Kline
Circulation: Viola Eickmeyer
Office Manager: Edith P. Acquavella

Advertising Offices

New York 141 East 44th Street, MU 7-0583
Advertising Sales Manager: Charles L. Dermott
Richard H. Edlund—Harrison M. Rollins
Office Manager: Carolyn Rosenstein

Chicago 612 North Michigan Avenue, Del 7-0112
Western Advertising Manager: William S. Hutchings; Alfred A. Spelbrink

Los Angeles The Robert W. Walker Co., 730 South Western Avenue, Dunkirk 7-4388

San Francisco The Robert W. Walker Co., 57 Post Street, Sutter 1-5568

Houston Gilman & Roberts, 5210 Morningside Drive, Jackson 4-6633

Atlanta Gilman & Roberts, 4260 Peachtree Road, Cedar 7-6408

A publication of
MANAGEMENT MAGAZINES, INC.

22 West Putnam Avenue, Greenwich, Conn.
Greenwich 8-7330, 8-6927

President and Treasurer, W. S. Kline; Vice President, J. W. Harris; Vice President, A. J. Kaiser; Secretary, E. D. Kline

BPA

Member of Business Publications Audit

SUBSCRIPTIONS: In United States and Possessions, one year \$5.00. Canada, one year \$6.00. Foreign subscriptions \$10.00. Single copies \$.75. Copyright © 1957 by Management Magazines, Inc. Accepted as controlled circulation publication at Concord, N. H. Published monthly by Management Magazines, Inc., 22 W. Putnam Ave., Greenwich, Conn.

CHANGE OF ADDRESS: The publisher should be notified immediately of all changes of address. Please attach the old address label when making change of address notification.

Policy re manuscripts: The object of MANAGEMENT METHODS is to offer practical solutions to administrative problems. For that reason we never highlight a problem without offering at least a partial solution or a recommended course of action. Whenever possible, we like to offer the reader something he can do right now to correct a procedure or solve a problem in his business.

Much of our editorial material comes from business and management specialists, as well as from active businessmen, at all levels of management. We endeavor to return all manuscripts. However, we assume no responsibility for material not specially requested by us.

A memo from Arthur Genet...



From: Arthur Genet, Pres. Greyhound Corp..
To: Henry Bruner, Pres. Greyvan Lines

Subject: GREYVAN service

I am afraid that when I moved from Cleveland to Chicago last year, I was not as much impressed as I should have been by the efficient way everything was handled and the courtesy and consideration shown by the movers.

At the time I assumed this was special treatment for the new Greyhound President.

Since then I have been delighted to learn that what I got was the standard service accorded every Greyvan customer.

I think you can well be proud of the friendly, intimate service offered by your Greyvan organization -- just as I am proud that Greyvan is an intimate part of Greyhound.

Arthur



GREYVAN LINES
INCORPORATED

General Office: 57 West Grand Avenue, Chicago 10



THE GREYHOUND MOVERS

LONG-DISTANCE MOVING AND STORAGE

(Circle number 103 for more information)



A MILLS INTERIOR... BEAUTY WITH A NEW DIMENSION

An entirely new concept in space flexibility becomes a reality in modern interiors by Mills...the complete modular integration of movable walls with ceilings and floor plans. Mills Movable Walls give you Space Control. As your space requirements change these walls can be moved to fit new layouts...quickly and easily...without dust, debris or commotion...without interruption of normal routine.

Exclusive basic features in the design and construction of Mills Walls particularly facilitate the application of any of the host of new finishing materials now available for the creation of modern decor and personalized custom interiors...textured finishes of fabric...grass cloth...wood veneer...compositions of glass and cork...scores of other combinations.

THE MILLS COMPANY

• 966 Wayside Road

• Cleveland 10, Ohio

MILLS MOBILE WALLS

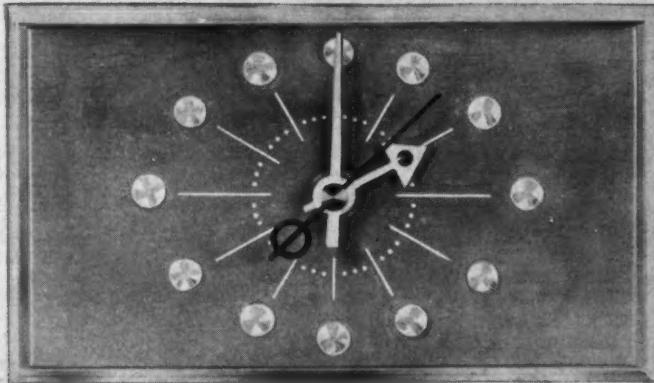
(Circle number 104 for more information)



For more information
on the newest and finest
in movable walls today
write for the 1957 Mills Catalog



don't
waste
one
minute



PICK
UP
A PENCIL
MAKE
A NOTE
SEE LEES
CARPETS
TODAY

the com-
walls give
v layouts
l routine.

itate the
f modern
d veneer

10, Ohio

WALLS
MOBILE WALLS

Let Those Heavenly Carpets by Lees go to work for your company's future! Here are 12 ways Lees Carpets do a fine job around-the-clock for any business: They provide quiet, safety, comfort, hospitality, beauty, warmth, better visitor reaction, ease and lower cost of maintenance, merchandise protection, better work environment, employee loyalty. Be wise—put these down-to-earth plusses to work in your profit picture now.



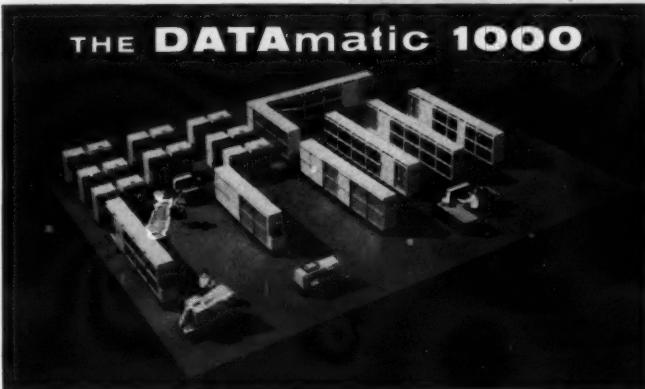
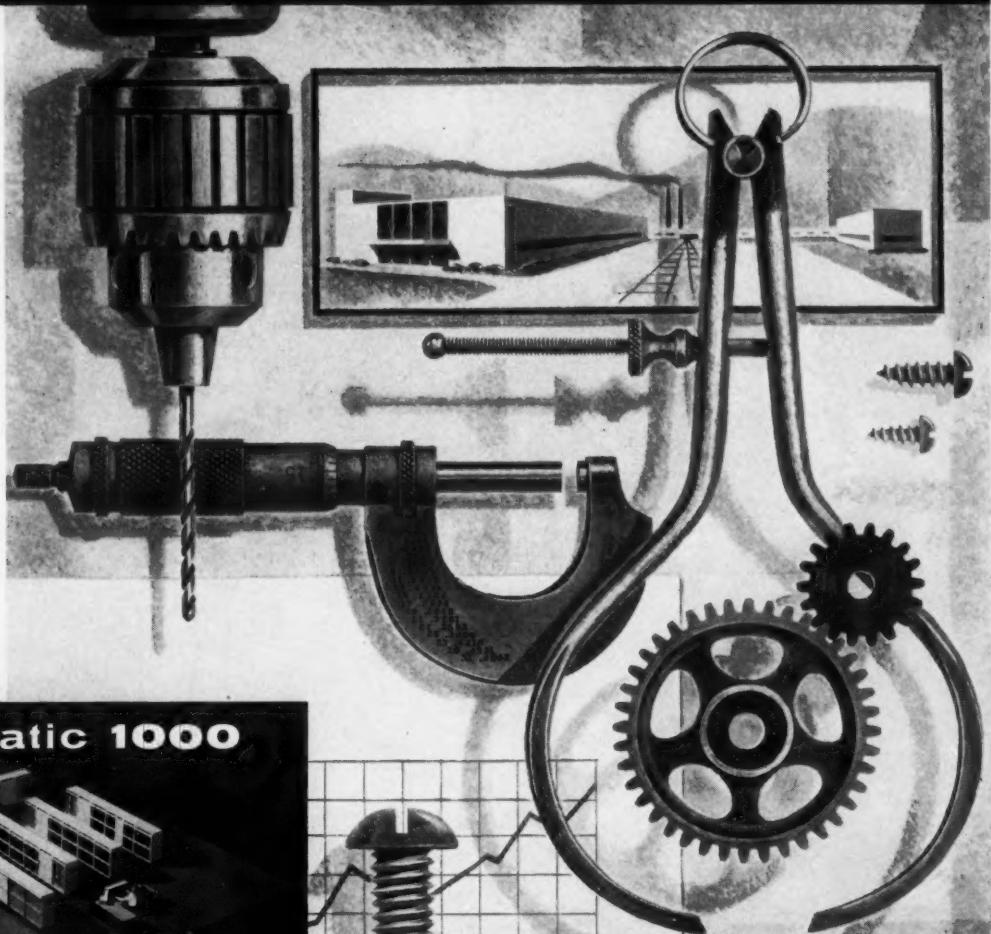
Learn how Lees can work with you on the purchase of carpet at all price levels. Write

COMMERCIAL CARPET DIVISION • JAMES LEES & SONS CO. • BRIDGEPORT, PENNA.

(Circle number 105 for more information)

THE GIANT STEP FORWARD IN BUSINESS DATA PROCESSING

How a large manufacturer will process complete production schedules in 1 hour a day!



This new Electronic Data Processing System solves the paperwork problems of large-scale business—

LARGE MANUFACTURER. The DATAmatic 1000 will compute and integrate production schedules and maintain inventory records for 100,000-unit weekly output (involving 8,000 basic types of devices and 15,000 part numbers) . . . compute payroll for 14,200 employees . . . perform labor distribution accounting for 8,000 production workers. *Sample performance:* Process complete production schedules in less than 1 hour a day!

HOSPITAL-MEDICAL SERVICE ASSOCIATION. The DATAmatic 1000 will maintain up-to-date 1,600,000 subscriber records, and process transactions such as billing, service reports and posting of receipts. *Sample performance:* Process an average of 25,000 daily transactions in 2 hours!

LEADING BANK. The DATAmatic 1000 will update 700,000 stockholder records, 100,000 deposit accounting records, 8,500 personal trust records and 65,000 install-

ment loan accounts daily. *Sample performance:* Post an average of 4,000 daily changes into 700,000 stockholder records in less than 1 hour!

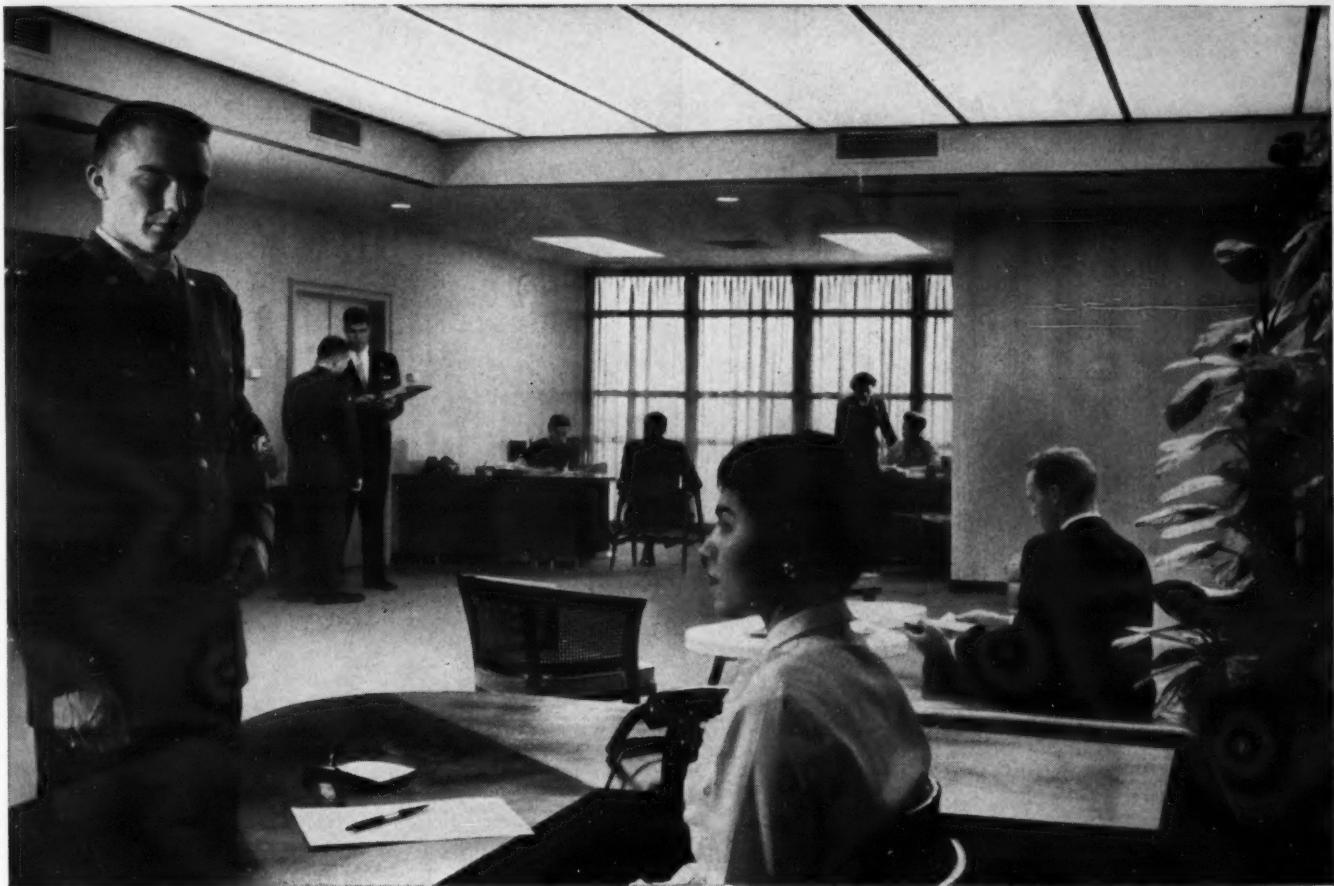
What sold these businesses on the DATAmatic 1000? Its amazing speeds, of course . . . but above all, the fact that this is the system designed *specifically* for business. All elements of the DATAmatic 1000 — processing speeds, file capacity, reliability, ease of programming — are perfectly combined for handling an almost limitless variety of large-scale operations.

Your organization may well find the DATAmatic 1000 ideal for cutting the costs of office processing work . . . and for providing management with accurate, up-to-the-minute reports on which to base daily decisions. Courses of instruction and programming are now available to help you determine its merits. If you are considering any large-scale data processing program, you will want to investigate the DATAmatic 1000. Our applications engineers will be glad to discuss it with you in complete detail.

DATAmatic 
CORPORATION

151 Needham Street • Newton Highlands 61, Massachusetts

MANAGEMENT METHODS



When you air condition, do it right!

Match it to exact individual needs with Individual Office Temperature Control

IT'S A SHAME to waste any part of your air conditioning investment.

That's why more and more progressive office managers and building operators are installing Honeywell Individual Office Temperature Control—with a thermostat in every office or room.

It's a truly automatic and sensitive operation that matches air conditioning to *individual needs*.

Your employees enjoy truly comfortable, energizing working conditions. Your customers are put into a more pleasant and receptive mood. And if you have tenants—they are more satisfied, too.

In public areas, multi-desk offices and lounges, strategically placed Honeywell Thermostats eliminate pockets of discomfort. And there's a Honeywell Thermostat in each individual office to provide the *exact* temperature desired.

You also save on winter fuel waste caused by overheating. In the summer, Honeywell thermostats prevent overcooling, thus reducing power costs.

Installation is simple, too—in both new and existing buildings. Get complete information by calling your local Honeywell office directly, or mail the coupon below.



*The Honeywell Round—
world's most popular thermostat.*

MINNEAPOLIS
Honeywell



First in Controls

112 offices across the nation

APRIL 1957

(Circle number 107 for more information)

Name _____ Title _____
Address _____
City. _____ State. _____

Floors serve best that look best!

Keep your floors tip-top clean
and attractive with **LINCOLN** care
MACHINE

Floors are for people. Keep these busy traffic arteries and work areas of your buildings sanitary, safe and "company clean" with the Lincoln Team of Scrubber-Polishers and Vacuums. A demonstration will show you why these Lincoln machines are without question the most modern and efficient for all your floor cleaning, off-floor dusting and rug shampooing. Wide choice of sizes for every need. Look to Lincoln to make the work extra fast, extra easy, and save you money. Send for literature.



LINCOLN

FLOOR MACHINERY CO.

Dept. I, 1250 West Van Buren St., Chicago 7, Ill.

FOUNDED 1896 . . .

THE OLDEST AND MOST RESPECTED NAME IN FLOOR MACHINES



(Circle number 108 for more information)

"I'm sure another bank will be glad to accommodate you"



"That's all well and good," Peterson's thinking, "if there were any other banks." But he's been to them all. And no one wants to lend him the money.

Yet his plant is full of orders. Substantial ones, too, considering its size. Trouble is, most of them are unfinished . . . still in-process. Result: a weak cash position. And, these days, bankers shy away from *that* kind of risk.

Peterson should know about the Keysort Plant Control Plan! With just five fast, accurate PCP reports — 1 daily, 2 weekly, 2 monthly — he could obtain complete management control . . . could prevent this situation *right in the office*.

PCP not only helps management plan in advance, it helps *you* as well. With a minimum clerical burden, you achieve greater reporting accuracy — flexibly, easily. Your office people simply punch pertinent daily information into the Keysort cards . . . Keysort them . . . and summarize *direct* to reports. There's no transcribing . . . no costly, time-consuming intermediate steps. Management gets needed information *on time*. And at remarkably low cost.

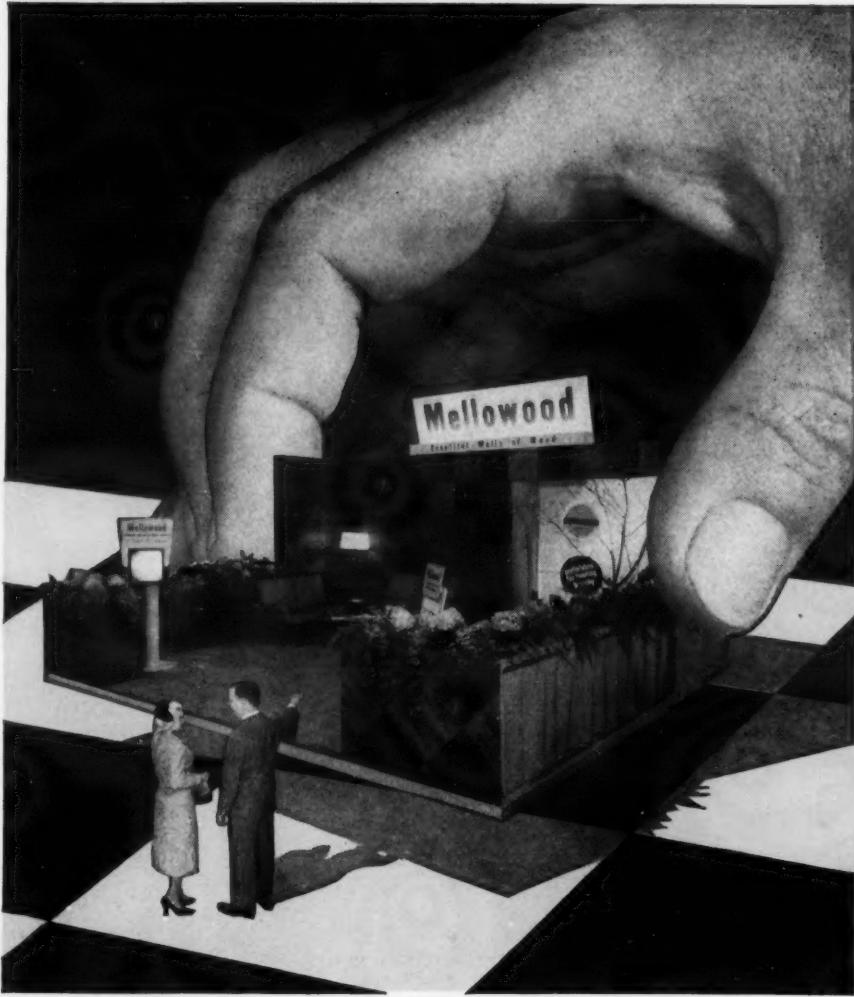
The nearby McBee man has a presentation which will show you how it's done. Phone him, or write us for illustrated folder containing an example of all five PCP reports.

McBEE KEYSORT®

Punched-card accounting for any business

Manufactured exclusively by The McBee Company, Athens, Ohio • Division of Royal McBee Corporation
Offices in principal cities • In Canada: The McBee Company, Ltd., 179 Bartley Drive, Toronto 16, Ontario

(Circle number 109 for more information)



MOVING TIP FOR BUSY EXECUTIVES:

Mayflower "Tailor-Made" Service Assures Reliable Exhibit Schedules

Tailor-made is right! Mayflower's moving experts study the individual needs of your display . . . work right with the builder, if necessary. They help you plan and synchronize the moving schedule . . . provide "exclusive use" van service, if desired . . . storage and extra help whenever and wherever it's needed.

The Mayflower van operator in charge of your display is scientifically trained in this type of moving . . . his helpers especially briefed on your particular job!

Whether it's a single booth or a whole fair . . . whether it's one stop or ten . . . move it by Mayflower. You'll sleep better at night!

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS



AERO
Mayflower 
NATION-WIDE
FURNITURE MOVERS

America's finest long-distance moving service

(Circle number 110 for more information)

point and counter point

LETTERS TO THE EDITOR

Selecting a consultant

SIR: Your article, "How to select a management consultant," in the February 1957 edition of MANAGEMENT METHODS is certainly an excellent one.

We are considering distribution of this article to our staff members if it is available. . . .

F. J. SHORT
BOOZ, ALLEN & HAMILTON
CHICAGO

■ Reprints of this important article are still available. Requests for copies should be addressed to the editor. Hundreds of MM readers have already requested reprints. In fact, the response to this article was heavier than for any other feature ever published in this magazine. This response is significant for two reasons. First, it indicates a high level of interest in the use of management consultants. Second, it disproves the widely held belief that business executives won't take time to read a long article (this was the longest article ever published in MANAGEMENT METHODS). Following is a sampling of the comments received.

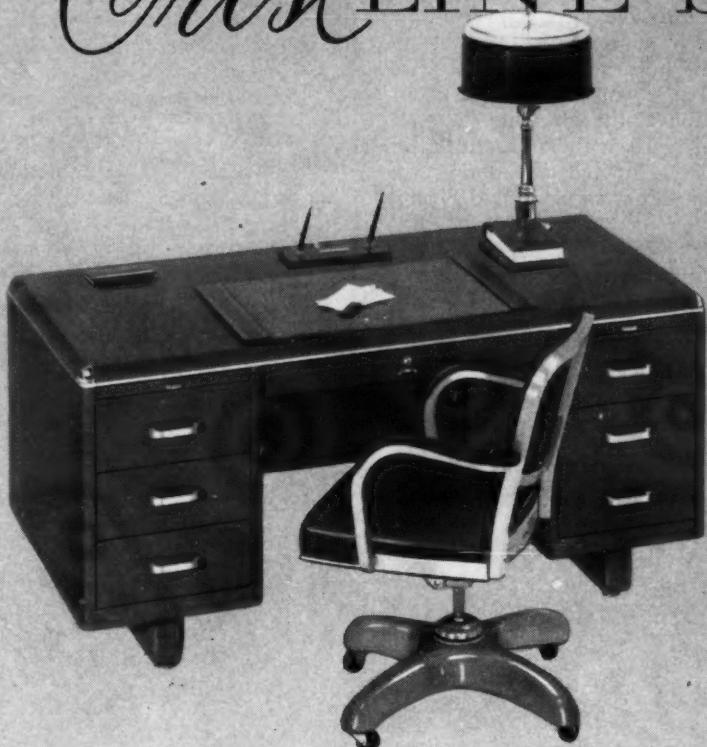
EDITOR

SIR: You were completely justified in devoting all the space required by the article by Harold B. Maynard titled "How to select a management consultant."

As relatively new members of this profession, we agree with Mr. Maynard's point of view entirely. As a new firm we do not, as yet, have the requirements necessary for admission to the Association of Consulting Management Engineers, i.e. we have not been in the business long enough. We do, however, subscribe completely to the code of ethics established by ACME. We are convinced that all management or engineering consultants, large or small, members or not, must regard this code as the minimum criteria for their relations with clients.

We felt that Mr. Maynard has a good argument in stating the case for the large firm. However, he may be guilty of oversimplification when he avers that the specialized firm tends to broaden the scope of its services as time goes on, etc., and that the

CrestLINE bespeaks leadership



Appraise the men who have chosen Crestline (for both executive suite and general work areas) and you will understand why this superb line of steel office equipment is so often the choice of men of sound judgment. For there is inherent in Crestline, a basic soundness, outstanding design and unique features which place it in a class by itself.

From the smallest drawer-lock to overall design, Crestline bespeaks the leadership of men and companies who have arrived.

For complete details ask your dealer for the new catalogue in color — and our Office Plan Rule which may help you develop the office you have dreamed of.



SECURITY STEEL EQUIPMENT CORPORATION, AVENEL, NEW JERSEY

question of the broad service versus the specialized service is not very important.

Management consultants are, in a sense, physicians to their clients. Although a general practitioner broadens his abilities through years of practice, he cannot replace the specialist when the area of inquiry or need requires the unique knowledge and experience of the specialist.

We feel the printing of this article is a contribution to establishing an understanding between prospective client and consultant by providing some sort of yardstick to measure

both the problem and the vehicle which will provide the answer. . . .

JOHN LESSER
EXECUTIVE VICE PRESIDENT
KARP, LESSER & CO., INC.
NEW YORK CITY

SIR: Your article . . . impressed me very much as one of the best accounts of this subject. Among my students in a course in business administration at the graduate level are mature men with responsibilities which often involve considering the use of consultant services, and I know

that they would be most grateful for an opportunity to discuss this article and benefit from it. . . . If there is any possibility that copies can be made available . . . to my students in business administration, I should be most appreciative. . . .

DR. NATHANIEL STEWART
SCHOOL OF ENGINEERING
THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON, D. C.

SIR: Mr. Maynard's article . . . is certainly the most illuminating writing on the subject that we have read to date.

H. O. HUGHES
HUGHES-HEADRICK & ASSOCIATES
HATTIESBURG, MISS.

Torn to pieces

SIR: We just want to [say] how much we enjoy your magazine and what a help it has been to us. After reading, we literally "tear it to pieces" and send the articles to the various departments to which the subject matter applies.

L. D. COFFMAN
PERSONNEL MANAGER
CLA-VAL CO.
NEWPORT BEACH, CALIF.

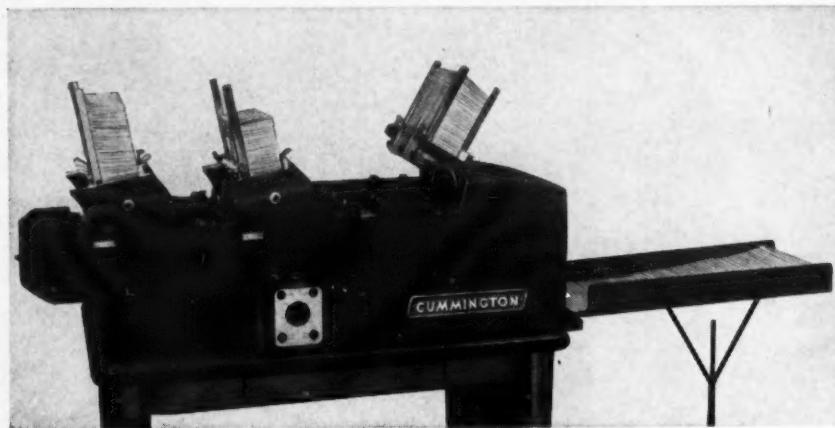
■ MANAGEMENT METHODS is designed to be treated in just this way. Each article is written with our top management audience in mind, but many of the articles are also aimed at problems that may be dealt with at lower management levels, on the assumption that such material will be passed along by our top management readers. Every article contains at least a partial solution to a management problem—something the executive can do right now to improve his company's operations. Thus, although many companies find it profitable to retain back issues of MANAGEMENT METHODS in their libraries, the real profit comes from putting each issue to immediate use—by reading it yourself, then making certain the appropriate staff people receive and read the various articles.

EDITOR

Publicity reprints

SIR: I read with a great deal of interest the article entitled, "How to use publicity as a sales tool" [MM, Jan. 57]. I found the article very informative and thought provoking.

There is one word of caution, however, that I think should have been brought out, and that is the fact that magazines very often have a policy against permitting reprints of publicity



New, Low Cost, Automatic Mailing Machine

CUMMINGTON CUTS MAILING COSTS ON: UTILITY BILLS • PREMIUM NOTICES DIVIDENDS • STATEMENTS • PAYROLLS

HANDLES PUNCHED CARDS, END FOLDS, ETC. IN A WIDE VARIETY OF SIZES. The Cummington Mail Inserter eliminates time consuming, manual stuffing and sealing of envelopes.

COSTS LESS TO BUY — LESS TO OPERATE. Buy only as many stations as you need for your system. The Cummington Mail Inserter is available in one through six station models and is priced according to number of stations. Can pay for itself within a year.

Automatic postage meter may be attached.

CUMMINGTON CORPORATION
718 BEACON STREET, BOSTON 15, MASSACHUSETTS

Mail coupon today

CUMMINGTON

CUMMINGTON CORPORATION
718 Beacon Street, Boston 15, Massachusetts

Please send Bulletin MM-2

NAME _____ TITLE _____

COMPANY _____

ADDRESS _____

CITY _____ ZONE _____ STATE _____

(Circle number 112 for more information)



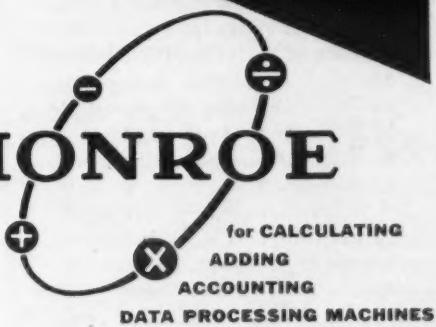
**AUTOMATION
IS OUT OF
THIS WORLD**

Monroe AUTOMATION is "down to earth" on the desks of...

Top American companies like these are ever on the alert to benefit from improved methods and equipment. Today in their offices Monroe Automation is setting new speed standards for figurework. The amazing new Monro-Matic® Duplex Calculator answers several problems simultaneously. It actually adds as it multiplies, adds as it divides, and by storing individual answers, automatically eliminates the time-consuming addition or subtraction of results when the final answer is needed.

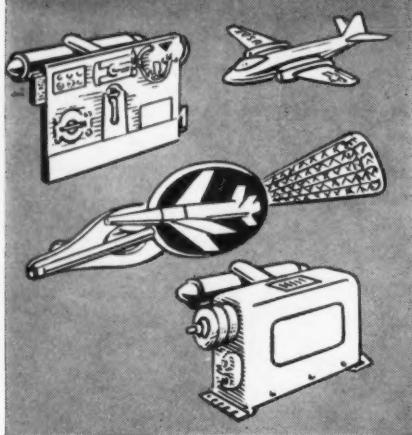
Figurework time has been measurably reduced for hundreds of companies, large and small. This can apply to *your* business. Write or telephone Monroe Calculating Machine Company, Inc. General offices: Orange, New Jersey. Offices throughout the world.

See the MAN from MONROE



Circle number 113 for more information.

Miniature Product Reproductions *Sell Recognition*



Miniatures of your product or practical jewelry creations offer recognition that's always selling. We would like to show you what we can do with your product. Why not write us today?

IRONS & RUSSELL COMPANY
INDUSTRIAL DIVISION

Emblem Manufacturers Since 1861
95 Chestnut Street, Providence, R. I.

(Circle number 114 for more information)

TO EXECUTIVES

Who are "Thinking California"

If your expansion plans include consideration of a California plant, you will find the Factfile and Data Sheet service now available through the Metropolitan Oakland Area (Alameda County) of value. It consists of a special File Folder and Data Sheets on such basics as Climate, Markets, Transportation, Distribution, Living Conditions and Labor Supply.

Data Sheets are supplemented by an outline of specific information available through Special Reports compiled from the Industrial Survey maintained by the area. New Data Sheets are issued from time to time. As new information develops, Data Sheets are revised to bring them up to date and mailed to those who have the Factfile.

To take advantage of this free information service, address your request to: Alameda County New Industries Committee, Suite A, 1320 Webster Street, Oakland, California.

(Circle number 115 for more information)

for sales purposes and other reasons.

Mr. Ruder and Mr. Finn suggest that publicity articles be merchandised through reprints to be distributed to dealers, distributors, etc. Can this be accomplished without first obtaining the approval of the periodical? Clarification of this issue would be very important.

ELMER L. WINTER
PRESIDENT
MANPOWER, INC.
MILWAUKEE

■ Mr. Winter brings out a significant point. Publishers definitely have an interest in how their articles are reprinted and how such reprints are used. For one thing, there is the question of copyright; before any copyrighted material is reproduced, written permission should be obtained. Further, there is the question of a publisher's editorial integrity; any magazine has the indisputable privilege of stipulating how reprints of its material can and cannot be used. Most publishers are willing to cooperate on reprint requests for legitimate purposes. Many will willingly assist in producing the reprints. Problems seldom develop when the publisher is given common consideration and courtesy.

EDITOR

Profile

SIR: Your article "Profile of a New Kind of Manager," Shannon of Servomechanisms, which appears in the January 1957 issue of MANAGEMENT METHODS is extremely stimulating and valuable. It certainly reflects your published policy of offering practical solutions to administrative problems. You have our sincere compliments on an excellent presentation.

Would you assist us to fully utilize this contribution you have made? We would like to place this article in the hands of our key people as a ready tool in the solution of many problems which are similar to those considered in the article. For this purpose we would appreciate having 10 reprints of this article.

Thank you again for a definite contribution to modern management.

H. E. WEYRAUCH
THE MAICO CO., INC.
MINNEAPOLIS

■ All of the Profile articles which have been appearing in MANAGEMENT METHODS since September 1956 have been reprinted and most of these are still available. Prices are as follows: single reprints, \$1.00; five reprints, \$2.50; six to 99, 40 cents each; and 100 or over, 35 cents each.

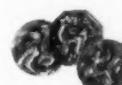
EDITOR



THE WORLD'S MOST HONORED PRESENTATION WATCH

Longines

THE WORLD'S *Most Honored* WATCH



The Longines presentation watch has far more than symbolic value. Longines is the watch of highest prestige among the watches of the world. The name Longines on a watch is a contract of perfection of manufacture—a watch of virtually wear-free life. To choose Longines watches for your awards program is an assurance of its success. Though the Longines watches you choose may cost as little as \$71.50, in the whole wide world there are no watches of finer quality.

We have prepared a comprehensive brochure of value to any organization planning a length-of-service, retirement, sales incentive or other awards program. To receive this booklet, fill in and mail the coupon below, or write to it on your business letterhead. Our plan includes service facilities of your local Longines-Wittnauer Jeweler Agency.

Presentation Sales Dept., Dept. M
Longines-Wittnauer Building
Longines-Wittnauer Watch Co., Inc.
New York 36, N.Y.

Please send me your "Awards of Time" Booklet.

Name.....

Company.....

Address.....

City..... State.....

(Circle number 116 for more information)

MANAGEMENT METHODS



An actual office "case":

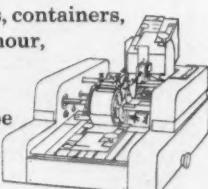
3 days work for just two hours pay!

Three girls used to spend a full day counting and imprinting cards. Now ONE girl does the job with a Tickometer—in two hours!

- The Tickometer can mark, stamp, date, cancel or code up to 1,000 items a minute—eight times faster than a girl can work by hand. Used on forms, tickets, coupons, cards, tags or product labels, it is an enormous time saver. With an optional accessory, it signs checks, etc., at the same speed. And has innumerable applications.
- The Tickometer also counts at the same time; can be set to stop at a predetermined count, or to register partial totals. And it's so accurate, banks use it to count currency!
- Easy to use, the Tickometer doesn't require a skilled operator. Even with infrequent use, it more than pays its cost in extra efficiency, convenience and time saved!
- You can rent or buy the Tickometer. Pitney-Bowes service available from 297 cities, coast to coast. Ask the nearest PB office to show you what the Tickometer can contribute to your office. Or send coupon for free booklet and case studies (including the "case" above).

New Package Imprinter

Imprints folding cartons, containers, bags, etc. up to 7,500 an hour, as needed—reducing inventories and waste. No tools required, can be operated by anybody. Ask for demonstration, or send coupon.



Pitney-Bowes



TICKOMETER

Counting & Imprinting Machine

Made by originators of the postage meter
...offices in 101 cities in U. S. and Canada

PITNEY-BOWES, INC.
4527 Walnut Street
Stamford, Conn.



Send free illustrated booklet on:

Tickometer Package Imprinter

Name _____

Address _____

A message from the maker of the fully automatic
Friden Calculator, The Thinking Machine of American Business
and the 10-key Natural Way Adding Machine

Today the Friden Street Story is IDP *tape-talk* machines

IDP — Integrated Data Processing — is one automatic Friden office machine talking to another...and another and another... in a code language common to them all...straight through from data origination and interpretation to final filing.

It is the functional flow of *punched tape* giving and taking orders. Tape enables even small and medium-size businesses to automatize repetitive figure-work routines...eliminating human errors and reducing time costs hugely.

Friden is the leader in this new era of office efficiency because Friden creates the Tape-Talk machines that make possible the new automated systems. Only a few of these machines can be presented here. Many more Friden Tape-Talk units are available to meet specialized data integration needs. Individually, or as part of a system, each machine quickly pays for itself.

To see for yourself how Friden IDP works—beginning with the famed Friden Calculator and Adding Machine—call your nearby Friden agency or write FRIDEN CALCULATING MACHINE Co., INC., San Leandro, California . . . sales, instruction, service throughout U.S. and world

© Friden Calculating Machine Co., Inc.



Friden

MANAGEMENT METHODS

Some typical job routines Friden Tape-Talk machines process automatically: Invoices . . . sales orders . . . shipment manifests . . . inspection reports . . . time cards . . . package tags and tickets. Whatever your problem, ask Friden!

Friden Creates A New World For Business

Friden Add-Punch®

Is the 10-key adding and listing machine with tape punch mechanism. A key IDP unit, the Add-Punch "writes" punched tape while printing on adding machine tape. The punched tape can be interpreted by other similarly-equipped machines. Typical Add-Punch functions include recording of retail sales, sales audit, production and inventory control, and coding statistical data.

Friden Flexowriter®

... enables even small and medium-size businesses to make their accounting automatic. Whatever is typed on a Flexowriter—an invoice, for example—is also reproduced on by-product punched tape. Tape can then be processed by other common language Tape-Talk machines at nearest IDP center. Flexowriter tape can also be used to actuate address plate embossing machines, tabulating card punches, computers, same or other Flexowriters.

Friden Computypewriter®

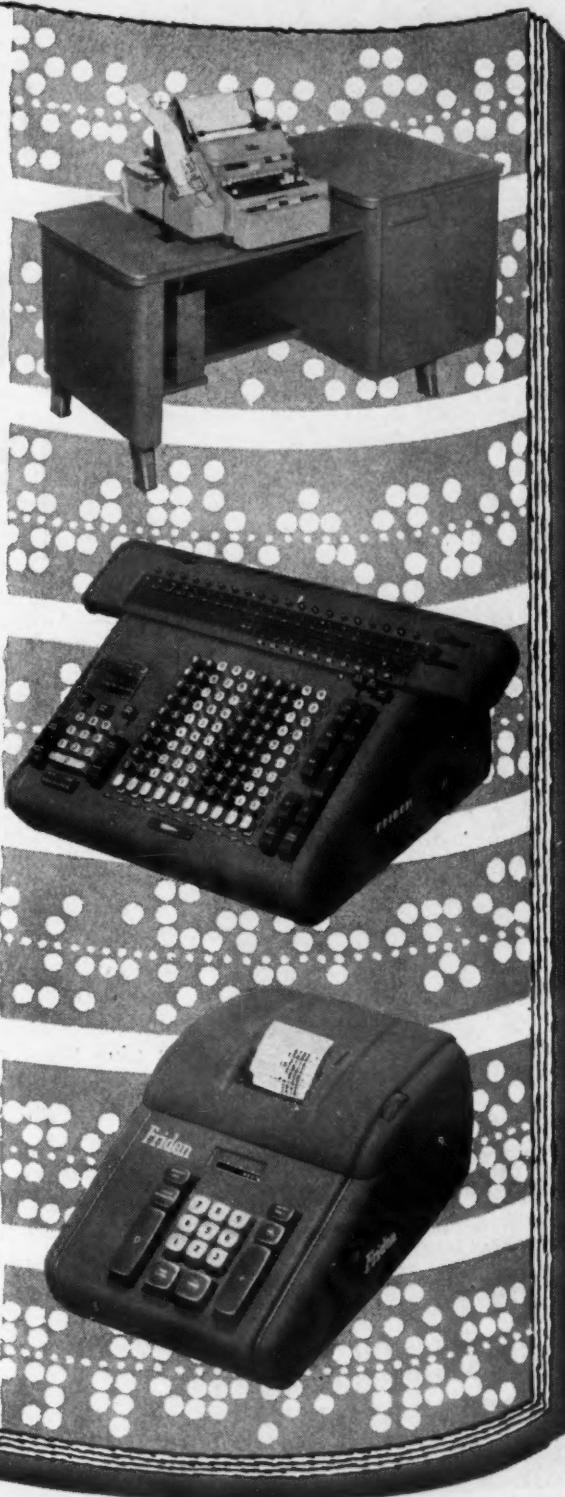
is an IDP machine combining automatic writing and automatic calculating. Equipped with automatic tape punch and reader, it interprets and records both alphabetical and numerical data. Produces tape enabling other machines to transfer data to punched cards or accounting records; or data may be sent by wire to other offices. The Friden Computypewriter is widely used to systemize billing, inventory, cost analysis, sales distribution, statistics, other typing-computing operations.

Friden fully automatic Calculator

is the essential programmer in many IDP systems. Operating alone or in combination with other automatic machines, this famed Calculator performs more steps in figure-work without operator decisions than any other calculating machine ever developed.

Friden Natural Way Adding Machine

has 10-key patented keyboard, Visible Check window for accuracy. Models are available with or without automatic step-over of multiplicand. Specialized adaptations of the Friden Adding Machine actuate or are actuated by IDP machines.



brings you an automatic office

COMMERCIAL
CONTROLS
CORPORATION

ROCHESTER, N.Y.
SUBSIDIARY

**PIERCING
THE TIME
BARRIER**

Time . . . a precious commodity used in new dimensions by the most reliable name in time equipment . . . STROMBERG

for complete details on modern
TIME KEEPING SAVING RECORDING EQUIPMENT
Stromberg TIME CORPORATION
 Thomaston, Connecticut
 (Circle number 120 for more information)



FEATURE	SIG 234	FEATURE	SIG 234
1. Locking signal	Y	9. Accurate analysis locked signalling	Y
2. Easily moved signal	Y	10. Pocket with wire and acetate lug	Y Y
3. Protected pocket	Y Y Y	11. Pocket lug riding on rail	Y
4. Pocket tight to lug	Y Y Y	12. Frictionless shift of pockets	Y
5. Positive visibility	Y	13. Perfect layback of pockets	Y Y
6. Ease of insertion	Y	14. Roller suspension slide	Y
7. Quality	Y	15. Group shifting of pockets	Y
8. Price	Y	16. Greatest card capacity	Y

Effective Tools for Effective Management

WASSELL ORGANIZATION, INC.
 Westport, Conn.

Please send free Booklet on SIG-NA-LOK.

Name.....

Company.....

Address.....

City.....

State.....

(Circle number 119 for more information)

**WHAT
THEY
SAID**

A REVIEW OF CURRENT SURVEYS

Firms benefit using foremen on contract negotiating team

Less than three out of ten companies permit foremen to sit in on union contract negotiations. Yet those firms that do follow this practice realize considerable value from it.

This is the finding of a survey conducted by the National Industrial Conference Board on the role of foremen in collective bargaining.

Paradoxically, all but eight of 213 companies queried encourage foremen to submit ideas for union contract changes, based on the foremen's experience in living with the contract. Firms reported that foreman suggestions are extremely helpful—especially in the important areas of seniority, wage payment, and discipline. Yet when actual negotiations get underway, only 61 of the 213 surveyed companies allow their foremen to sit in. And in only 15 of these 61 firms do foremen participate as active members of management's bargaining team. In nine firms, foremen are technical advisors and "occasional" speakers only, while in 37 companies they are relegated to the status of mere observers.

Many firms admit that soliciting contract ideas from foremen gives them a sense of being on the management team and of participating in decisions. Many of these same firms, however, miss equal advantages to be realized by letting foremen actually participate in negotiations. Firms using foremen on the negotiating team cite advantages such as increased foreman's status*, better communication among foremen, better understanding of the bargaining process, prevention of distorted statements by

* See "10 ways to measure your foreman relations", page 44.

union speakers, and development of foremen's management ability.

As to mechanics of soliciting contract suggestions from foremen, the methods used vary widely, the survey reports.

Some firms use a series of meetings with supervisors well in advance of negotiation sessions. Others resort to questionnaires, while some use trained opinion research specialists. A few firms use contract booklets: copies of the existing contract with blank pages for notes. During the year foremen on the line note down problems that occur—right opposite the troublesome clauses.

During actual negotiations, 179 of the 213 queried companies communicate with foremen regarding contracts under consideration. Some prefer meetings; others use written communications only.

One sore spot agreed upon: communicating with supervisors while negotiations are underway may bring down union wrath. Some companies (32 of 194) experienced union objections over violations of "secrecy" and divulging of specific details. This had the immediate effect of hampering current negotiations and straining union relations.

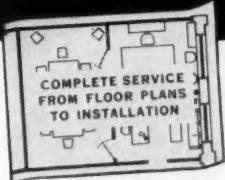
Engineers suggest means to solve own shortage

A group of engineers have themselves provided a set of answers to the question of how to solve the current shortage of engineering talent. Solutions were offered by 220 members of the American Society of Mechanical Engineers at a recent meeting of the society in Cleveland.

In suggesting immediate steps that might be taken by industry,



Art Metal helps cut office costs with planned installations



"Far from being a cost item, our completely modernized offices will repay the investment in equipment in two years."

Smoother work flow with less office "travel", faster filling of customers' orders, file facilities doubled, more business handled by fewer people . . . these are a few specific benefits of its Art Metal installation

reported by a prominent men's wear manufacturer*, quoted above. Art Metal's experience in tying together the various operations of office routine with a "streamlined" equipment layout is unequalled.

When you combine proper planning with desks, chairs, files and other equipment of the finest quality, resultant savings in office time, labor and space soon repay your entire investment. Look up your local Art Metal representative in the Yellow Pages, or write Art Metal Construction Company, Jamestown 4, New York.

FOR IDEAS YOU CAN USE, check any of the following helpful manuals and booklets:

OFFICE PLANNING AIDS

- Office Standards and Planning
- Things to be Done When You Move or Rearrange Your Office
- Office Planning Kit
- Manual of Desk Drawer Layout
- GUIDES TO EQUIPMENT
- Executive and General Office Desks
- Correct Seating Chairs
- Filing Equipment
- El-Unit Modular Offices
- Postindex Visible Index Files

National sales and service through branches and dealers in more than 800 cities.

(Circle number 121 for more information)



...making
offices finer
for business
since 1888

* Name on request
© A.M.C. CO. 1957

34% of the 220 engineers said that engineers now in industry should be relieved of routine work that could be done by less-highly-trained technicians. Another 26% suggested higher salaries for engineers.

Other answers included 22% who suggested a better job of selling the profession to young people, 6% who do not believe a shortage exists, and 3% who said the problem would be solved by the laws of supply and demand or operation of the free enterprise system.

When asked ways of improving modern high school education, about half said that courses in mathematics, physics and chemistry should be added, improved or made compulsory. One quarter said the solution lies in improving teaching methods, not curriculum, and 11% called for addition or improvement of courses in English, foreign languages, the classics and other non-technical subjects. Only 4% asked higher pay for teachers.

On improving engineering college curricula, the largest group,

21% urged emphasis on the fundamentals of math and science and the reduction of specialized courses. The respondents split on whether the curriculum ought to include more or fewer liberal arts and business courses; 10% voting for an increase and 9% asking for a decrease in favor of more math and science. Six per cent voted for extending the college course to five years or more.

Executives pass chance to influence legislation

Only a small minority of businessmen in this country—14%, or one out of seven—show a high level of participation in national legislation, according to a national Opinion Research Corp. survey.

Almost three times as many, 39%, exhibit little or no participation in federal legislation.

The survey was conducted for the Chamber of Commerce of the U. S. among members of local Chambers.

"Businessmen's reasons for their lack of activity in national legislation," the survey says, "add up to a failure to see the connection between national legislation and their own welfare."

The survey results, obtained by scientific probability sampling methods, also covered opinions of U. S. Senators and Representatives from the same congressional districts and states as the businessmen queried. The Congressmen, unaware of the sponsorship of the survey and guaranteed that they would remain anonymous in the report, were asked for their appraisal of the effectiveness with which businessmen are communicating their views to their elected representatives.

High regard was expressed by the legislators for individual communications from executives. A large proportion of them expressed great interest in such communications, even from businessmen outside their immediate districts or states.

"There is good reason to believe," the survey concludes, "that more intensive communication by businessmen can have a real influence on legislation."



"Our THOMAS COLLATOR paid for itself on the very FIRST JOB!"

JAMES E. WILLIAMS, Off. Mgr.
J. T. BAKER CHEMICAL CO.
Phillipsburg, N. J.

"The job I'm referring to was the collating of 2500 copies of Baker Chemical's 300-page price catalog. Normally a catalog of this size has its share of production problems, but an emergency 65% revision, midway through, complicated matters even more.

"Yet instead of 20 to 30 girls doing hand collating and piling up hundreds of hours of overtime, we accomplished the entire catalog revision and assembly with a Thomas Collator and three girls . . . during regular working hours!"

You, too, can increase efficiency, perk up office morale and cut costs by 50% with a Thomas Collator. And only with Thomas do you have the pick of two complete lines—electric-powered and mechanical! There's a big price advantage, too! Thomas Collators cost less per bin opening than any other collator—bar none!

Send today for the full story . . . simply, completely told in our new fully colored, illustrated brochure. No obligation, of course.

**Thomas
Collators Inc.**
*More in use than all
other makes combined*

Copyright 1957, Thomas Collators, Inc.

(Circle number 122 for more information)

Thomas Collators, Inc., Dept. D
50 Church Street, New York 7, N. Y.

At no obligation, please send me:

- FREE New Full Color Brochure
- FREE Collating Cost Calculator
- Demonstration at my convenience

NAME _____ (Please Print)

COMPANY _____

ADDRESS _____

CITY _____ STATE _____



MARATHON CORPORATION
"NATION'S LEADING PRODUCER OF PAPER PRODUCTS
FOR FOOD PACKAGING AND HOUSEHOLD USE."



**"National Accounting Machines save us \$20,000 a year...
return 67% annually on our investment!"**

—MARATHON CORPORATION, Menasha, Wis.

"Research is the key that keeps our Company ahead in the rapidly expanding pulp, paper, and paperboard industry.

"Because Marathon is 'many businesses in one,' our accounting requirements are complex. After a thorough research, we decided upon Nationals to meet our particular accounting needs.

"National Accounting Machines save us

\$20,000 a year, returning 67% annually on our investment.

"We use Nationals for control of Payroll, Accounts Payable, Distribution and General Ledger. Their versatility is amazing. We plan to adapt their facilities to produce even greater savings."

Emmett W. Below
Controller, Marathon Corporation

In your business, too, National machines will pay for themselves with the money they save, then continue savings as annual profit. Your nearby National man will gladly show how much you can save—and why your operators will be happier.

*TRADE MARK REG. U. S. PAT. OFF.

National
ACCOUNTING MACHINES
ADDING MACHINES • CASH REGISTERS

THE NATIONAL CASH REGISTER COMPANY, DAYTON 9, OHIO
989 OFFICES IN 94 COUNTRIES

(Circle number 123 for more information)



**fewer distractions...greater efficiency
in individual office units created with**

Hauserman DIVIDER - WALL

In a matter of minutes, with HAUSERMAN Divider-Wall, you can define traffic lanes, segregate noisy business machines or create semi-private offices for departments that require them. With both low and glazed modular units to work with, the right combination of Divider-Wall can easily be worked out to suit your requirements.

The flush, attractive appearance of Divider-Wall conceals HAUSERMAN engineering features that assure fast, easy erection and rearrangement. And the lifetime finish of Divider-Wall promises low maintenance costs. Offered in green, gray and tan, with coral for gates only, HAUSERMAN baked enamel never needs repainting.

Arrange to see a Divider-Wall installation by calling your nearest HAUSERMAN representative. Consult the Yellow Pages for his number.

MOVABLE HAUSERMAN INTERIORS

National Lifetime Service . . . an Exclusive Hauserman Dividend

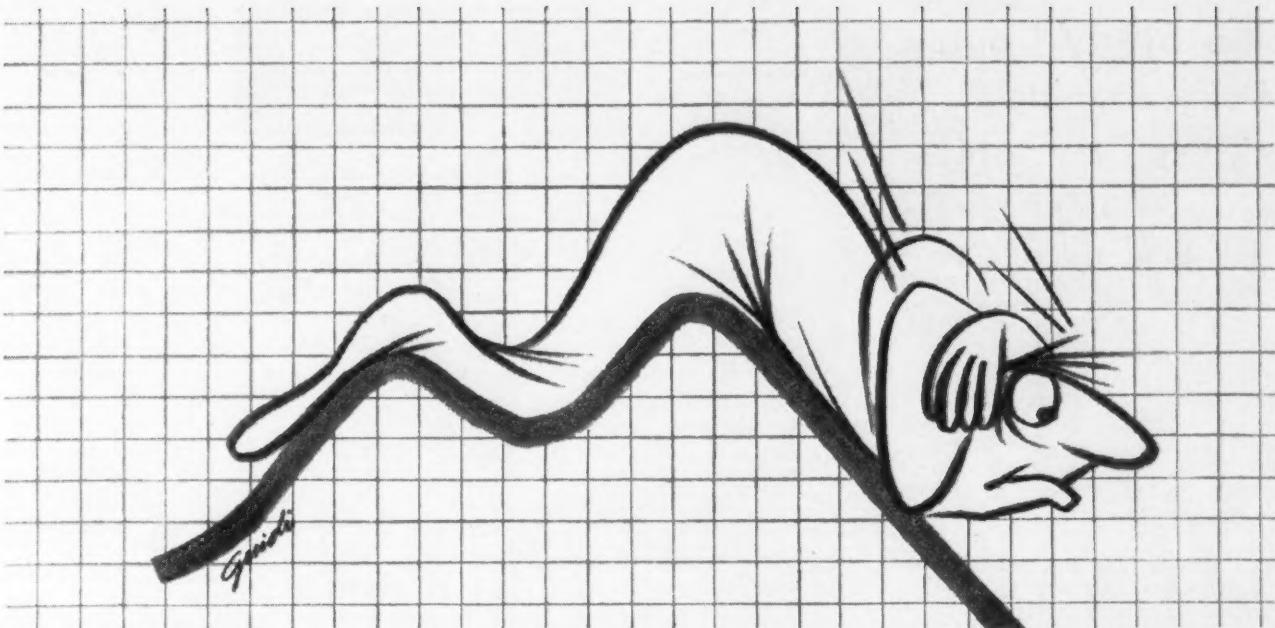
THE E. F. HAUSERMAN COMPANY
7327 Grant Avenue, Cleveland 5, Ohio
Hauserman of Canada, Ltd., Toronto, Ontario
Please send your free full-color Divider-Wall booklet to:

Name _____
Company _____ Title _____
Street _____
City _____ Zone _____ State _____

Free Booklet . . .



(Circle number 124 for more information)

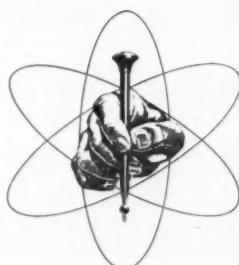


WORK SMARTER...NOT HARDER!

Electronic
WRITES

Longhand

"THE END" TO PROFIT SLUMPS...



... by eliminating costly, outmoded methods and systems that weigh operations down, put a drag on efficiency. Electronic Longhand helps you chart your own course to new profit highs because it transmits your orders, messages and data *instantly...accurately...* *in permanent handwriting...simultaneously* to everyone concerned. Already, in all sorts and sizes of organizations, Electronic Longhand has perked up methods to new peaks — speeding work flow... eliminating errors...cutting expense. Like to see how Electronic Longhand can help *you* work smarter, not harder? Just fill in the coupon and mail it today...

Yes Sir!

I want to WORK SMARTER, NOT HARDER. Mail literature on
Electronic Longhand

NAME _____ POSITION _____

COMPANY _____

STREET _____ CITY _____

COUNTY _____ STATE _____

TYPE OF BUSINESS _____

TELAUTOGRAPH CORPORATION • 8700 Bellanca Ave., Los Angeles 45, California Dept. B

Circle number 125 for more information

©57 TelAutograph Corp.
*Trademark Reg. U.S. Pat. Off.

TelAutograph* telescriber
systems of Electronic Longhand
are manufactured by

Tellautograph
CORPORATION

8700 Bellanca Avenue,
Los Angeles 45, California

Home Study Course In Programming Business Computers

A home study course, the first and only one of its type, is being offered by Business Electronics Inc. Designed for people without technical training or experience, it is based on a similar course members of the firm developed and are teaching at a large University.

Students are taught to develop and program electronic systems for business problems such as Payroll, Accounts Receivable, Inventory Control, etc. for a theoretical electronic computer called BEC.

BEC was designed for instructional purposes and includes the best elements of commercially available computers. The knowledge the student gains from BEC can be applied to any computer. "Programming for Business Computers" provides an opportunity for the student to study at home at his own convenience for only a few cents a day.

Free brochures describing the course are available upon request from Business Electronics Inc., Educational Division, 420 Market Street, San Francisco 11, Calif.

(Circle number 126 for more information)

Need Temporary Help?

Call
manpower, inc.

For TYPISTS • STENOS
• OFFICE WORKERS

Our trained, bonded employees will work in your office or ours for 4 hours, a day, week, or longer at low hourly rates.

We keep all records, pay taxes . . . bill you only for actual hours worked.

For illustrated brochure send coupon below.

manpower, inc.

Manpower, Inc., 820 N. Plankinton Ave.
Milwaukee, Wisconsin
Please send me descriptive literature

Name.....

Address.....

City..... State.....

(Circle number 127 for more information)

too good
to miss

Executives not brilliant

Two U of C sociologists found that modern executives have a number of personal traits in common. They are able to grasp the essential elements of a new situation or problem quickly and resolve them into a practical solution. They work hard—are not afraid to devote extra time and effort to a job—because they are completely convinced that the investment will benefit them, as well as the company. Rather significantly, today's typical executive is not basically what intelligence tests would call brilliant; on the other hand, he has intelligence which is above average.

Manage, February, 1957.

secret that a product display will result in a substantial sales increase as compared to normal stocking on the retailer's shelf. What's more, if you use the self-liquidating type of premium you can increase sales at no additional cost beyond basic advertising and promotion expenses.

Nathan K. Steen, Promotion Department, Kenyon & Eckhardt, Inc., in Spot, February 1957.

Self-justified staff jobs

Obviously, no management wants to have a staff that cannot produce real value, that does not meet a real need of the company. Not only is such a staff unable to earn the respect of the line, but it may actually hinder operations. Since no staff man can accomplish anything without calling on the line for advice and information, the staff to some extent operates as a drag. In other words—and this is frequently lost sight of in setting up a staff—it imposes additional burdens on the line.

Accordingly, management ought to be sure there is a substantial gain in prospect before it establishes any staff job. How much of a gain? I think that a good rule of thumb to apply is that a staff job requires twice the value at stake to justify it. In other words, if you are trying to justify a \$10,000 expenditure for staff, you should expect a return of at least \$20,000 from the function.

Edward C. Schleh, Schleh Associates, Minneapolis, in Harvard Business Review, March-April, 1957.

Premiums spark sales

A carefully selected, pre-tested premium can give a product something extra when there's nothing too exciting to talk about. It can give your salesmen a new and powerful selling story to tell dealers. It can spark new enthusiasm and interest for your product. Premiums make the perfect point-of-sale display piece, the hook you need to get your product off the crowded shelf and out into the open where a customer can quickly see it and buy it. It's no

How to treat an alcoholic

Who is best qualified to treat the alcoholic? Essentially the individual who is most able to decrease the patient's need to drink and thereby offer him the most help in abstaining. This may be his personal or industrial physician, or, if the trend toward specialization continues—the old family psychiatrist.

Depending on the size of the organization, the following suggestions are made:

Factual and readable information on alcoholism prepared for the laity



there's a new design in office efficiency

CLARIN "Commuter"

AUXILIARY OFFICE CHAIR with tablet writing arm

Here's the chair that can solve the problem of what they write on and where they sit... all in one compact, comfortable, beautiful unit. These chairs may be grouped in an office for informal discussions or placed in a conference room for a sales meeting or training session. The tablet arm swings up and locks into position at a scientifically determined height for effortless writing or may be swung down alongside the chair when not required. The *Commuter* is also available without the tablet arm for instantly available seating requirements. Both chairs are guaranteed for 10 years!

- 2" foam rubber seat—Naugahyde, nylon or grospoint upholstery.
- Wide choice of frame and upholstery color combinations to match modern office decor.

See your office equipment dealer or send now for complete information.

CLARIN MANUFACTURING COMPANY
Dept. 47, 4640 West Harrison St., Chicago 44

Please send me full information on the new Clarin Commuter auxiliary office chairs.

NAME _____

COMPANY _____

ADDRESS _____

CITY _____ STATE _____

(Circle number 128 for more information)

CLARIN MANUFACTURING COMPANY
4640 West Harrison St., Chicago 44

**On which of these
can you use help?**

**OK
here**

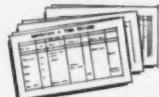
**Can
use
help**



**PRODUCT DESIGN
& DEVELOPMENT**



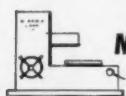
**MANUFACTURING
COST ANALYSIS**



**PRODUCTION
PROCESSING**



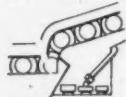
**TOOL &
DIE DESIGN**



MACHINE DESIGN



**TIME STUDIES
AND ANALYSIS**



**AUTOMATION
DEVELOPMENT**



**PLANT LAYOUT
& SPECIFICATIONS**



**PRODUCTION &
QUALITY CONTROL**

Handy Check List for Executives and Chief Engineers

If you have a single check in the "can use help" column, you need the services of Pioneer Engineering & Mfg. Co. Our complete, contract engineering services are available when and where you need them. For more information, contact our chief engineer. He'll see that you get it immediately.

SINCE
1931 **Pioneer** ENGINEERING
& MANUFACTURING CO., INC.
Telephone - Twinbrook 3-4500
19669 John R Street, Detroit 3, Michigan

INDUSTRIAL ENGINEERS, CONSULTANTS & DESIGNERS
BRANCH OFFICES IN DAYTON, OHIO, WASHINGTON, D. C. and TORONTO, ONT., CAN.

is obtainable and should be made available to all employees; any inquiries should be held in confidence.

If a nurse or physician is not employed, an interested individual in the personnel department should be acquainted with the secretary of the local Committee on Alcoholism, if one exists, and with one or more members of Alcoholics Anonymous, and should frankly discuss his situation with the employee, advise him (or her) of the company's policy, and put the alcoholic in contact with a member of one of the above-named organizations.

Finally, it must be realized that alcoholics drink for relief rather than for pleasure, and that by virtue of their intolerance they are permanently and totally barred from an immediate and constantly available source of relief from their tension. They must be individually evaluated before passing judgment.

Jackson A. Smith, M.D., University of Nebraska College of Medicine, in Industrial Medicine and Surgery, February, 1957.

New product qualifications

I feel that to successfully introduce a new product using established manufacturing facilities and sales and service organizations, it is most important not to stray too far afield. I believe that a company seeking to market a new product should insist that the product meet these qualifications:

1. It should be one which they can produce without too great a change in their own manufacturing facilities and techniques.
2. It should be a product which they can sell to their present customers, using their already established sales force.
3. It should be a product which they can service properly with their existing facilities.

4. Most important, it should be a product whose marketing and manufacturing techniques are known to both staff and line personnel.

If the new product can meet these qualifications, it should be possible for the manufacturer to obtain through already established channels of communication the potential market and so to decide whether to carry the research, engineering and marketing programs actually to the point of introduction. But the surest way to reduce the incidence of new product failures is to insist that the new product meet above qualifications.

J. J. Hoffer, Jr., Director of Marketing, U. S. Industries, New York, in Industrial Marketing, February, 1957.



5 minutes with this booklet may change your building and redecorating plans

Over 100 actual installation photographs show why Weldwood Paneling is a favorite in institutional and business interiors. Send for your free copy.

Save building time and costs. Save maintenance time and costs. Save space. How would you like to accomplish all of these things in your new construction or redecorating? You can! And Weldwood has the products to help you do it.

The proof is contained in this free new booklet. There are dozens of ideas here for storage, design and decoration that will interest you. And you'll see how others have accomplished savings and outstanding beauty with Weldwood products.

Take Weldwood Hardwood Paneling, for example. You already know it's beautiful. But have you considered that it's permanent? . . . never needs redecorating? . . . needs only occasional waxing instead of elaborate maintenance? And in straight dollars and cents, did you know that Weldwood Paneling in new construction costs about the same as putting up and painting a plaster wall? And that many beautiful Weldwood Panelings costs less than wallpapers?

Send for your free copy of "Weldwood Functional Beauty for Business and Institutional Interiors." Or pick up a copy at any of our 87 offices in principal cities. In Canada: Weldwood Plywood, Ltd.



**Weldwood®
PANELING**
A product of
UNITED STATES PLYWOOD CORPORATION
Weldwood — The Best Known Name in Plywood

**United States Plywood Corporation
55 West 44th St., New York 36, N. Y.**

Gentlemen: Please send me a copy of "Weldwood Functional Beauty for Business and Institutional Interiors." I understand there is no obligation.

MM4-57

NAME

COMPANY

ADDRESS

CITY

STATE

OPERATION QUIET!

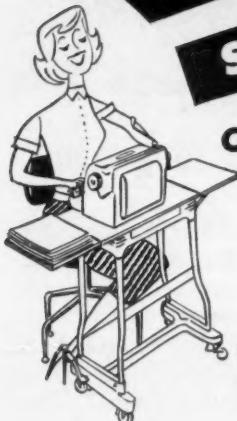


SILENT WHILE BEING MOVED

LUXCO

Typewriter & Business
Machine Stands

SILENT DURING OPERATION



Why so QUIET?

- ✓ SILENT STEEL TOP is undercoated.
- ✓ Retainers, guide bars and feet are cushioned.
- ✓ Casters and feet of soft rubber.

**Only LUXCO Stands
Offers so many "No Noise" Guarantees**



A Complete Line of Stands, Steel Chairs and Stools and a Deluxe Personal File.

BADGER inc.

LA CROSSE, WIS.

Export Department, 25 Beaver St., New York 4, N.Y.

(Circle number 131 for more information)

RECENT COURT CASES

by Benjamin Newman

Tax Attorney, Koenig and Bachner, New York.

THE QUESTION

May a family member who invests neither time nor money be considered a business partner and receive a share of the profits?

THE FACTS—Mr. Kivo, who was engaged in the artificial flower business, entered into a partnership agreement with his wife and son-in-law in 1944. A clause of the agreement stipulated that Mr. Kivo's son in the armed services was to receive a share of the partnership's net profits equalling one-half of his father's 50% share.

The son returned from the service in 1945 and resumed his dental practice. At that time a new partnership agreement was executed by Mr. Kivo, his wife, his son and his son-in-law, making the son a 25% partner in the artificial flower business.

The Commissioner of Internal

Revenue claimed that the profits paid to the son for the years 1945, 1946 and 1947 were really partnership income attributable to Mr. Kivo.

THE RULING—The Tax Court upheld the commissioner, declaring that there was no intention to create a partnership which would include the son. The son was at no time a bona fide partner, but a dentist actively pursuing his profession. The amounts received by the son, accordingly, were gifts from his father and the income is taxable to Mr. Kivo. (*John Kivo v. Commissioner of Internal Revenue, U.S. Tax Court, decided 9/28/1956.*)

THE QUESTION

Should the amount of a corporate officer's stockholdings be used as the basis for determining whether his compensation is a reasonable salary payment for services, or whether it should be considered as dividends?

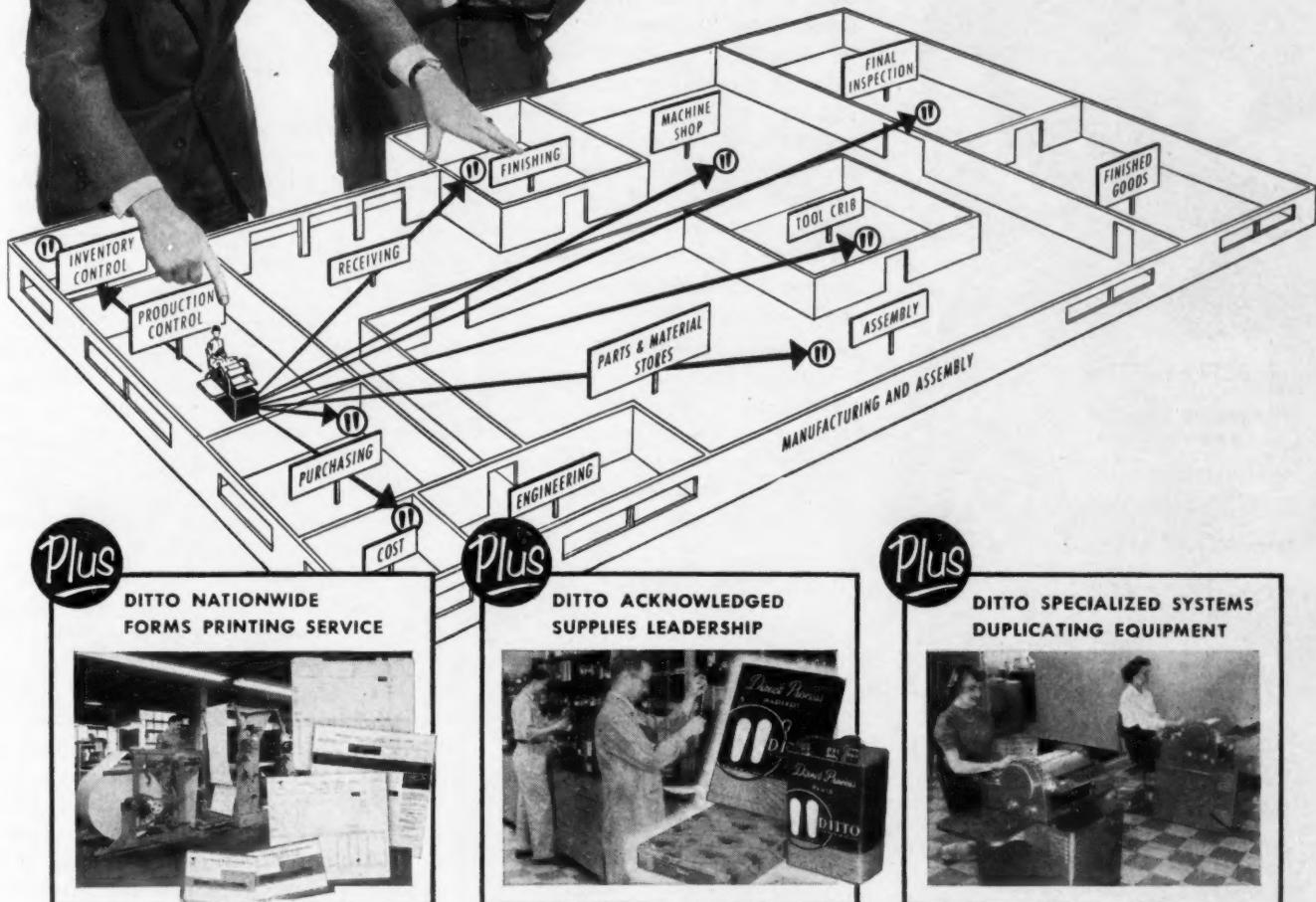
THE FACTS—Taxpayer is a corporation engaged in the business of selling and servicing core barrels and diamond bits, materials used in the producing of oil. During the taxable years in issue, the president and secretary of the corporation were paid salaries considerably in excess of their previous salaries, with the approval of the corporation's board of directors and stockholders. The president and secretary owned 51% and 5%, respectively, of the stock of the corporation. The Commissioner of Internal Revenue declared that part of the compensation for these officers was unreasonable, and was in fact a dividend rather than a salary. He disallowed part of the sum which the corporation had deducted as a business expense.

THE RULING—The Tax Court held that the compensation was reasonable in view of all of the facts. It was shown that the president was a moving force behind the taxpayer corporation, that both officers were indispensable to the corporation. It was also shown that corporate profits stemmed largely from the sales and servicing of equipment designed and developed by the president, for which he received no additional compensation. In view of all the circumstances, the court declared the compensation paid to the officers was reasonable for services rendered and bore no relationship to stockholdings.

Where compensation paid an officer is unreasonable, the deduction taken by the corporation will



DITTO Systems "Know-How"



Cuts Your Costs 4 Ways!

There is a DITTO system to simplify and speed every phase of production from the requisitioning of materials and parts to the delivery of finished products to stores. And DITTO systems engineers, plus DITTO specialized systems duplicating equipment, coordinated duplicating paper and supplies, and customized printed forms provide four opportunities to cut your costs and assure maximum benefits. With DITTO you can be confident that whatever is recommended will meet your precise systems duplicating needs.

Get the full story on DITTO systems savings and the place of DITTO Integrated Data Processing in today's business. Either write us direct or check with your local DITTO branch or dealer listed under "Duplicating Machines" in your classified directory.

DITTO, Incorporated, 6848 N. McCormick Road, Chicago 45, Ill.
DITTO of Canada Ltd., Toronto, Ontario

Circle number 132 for more information

When Betty Hutton sings, fans shout, whistle, stamp!



BETTY HUTTON
star of
"SPRING REUNION"
a Bryna Production
Released thru
UNITED ARTISTS

No one in show business quite matches the punch Betty Hutton gives to a song. Her audiences scream in happy, noisy appreciation. But noise in your office is out of place. Your employees work better, are happier when your office is quiet.

Gold Bond® Travacoustic ceilings keep offices quiet. Travacoustic tiles sponge up distracting noise. Lightweight, easy to install, they resemble travertine stone and are just as fireproof. Travacoustic ceilings have a smart, "custom-made" appearance, because no two tiles carry the same surface markings. They clean easily with a vacuum-cleaner attachment. And Travacoustic® tiles can be painted again and again without affecting sound absorption.

FREE—Noise Reduction Kit—It's packed with suggestions on how to reduce distracting noise in offices, stores, factories. Contains photos and case histories of how stubborn noise problems were solved. Mail coupon now for free kit. No obligation.



Gold Bond
BUILDING PRODUCTS

NATIONAL GYPSUM COMPANY

(Circle number 133 for more information)

— SEND FOR FREE KIT —

National Gypsum Company
Dept. MM47, Buffalo 2, N. Y.
Please send me the free Noise Reduction Kit that contains acoustical case histories, tells how I can reduce errors and increase efficiency through sound conditioning.

Name _____
Company _____
Street _____
City _____
Zone _____ State _____



be disallowed. Where compensation to an officer is related to his stockholdings and is otherwise unreasonable, it will be deemed a dividend. (*Drilling and Service, Inc. versus Commissioner of Internal Revenue, U. S. Tax Court, decided December 11, 1956.*)

THE QUESTION

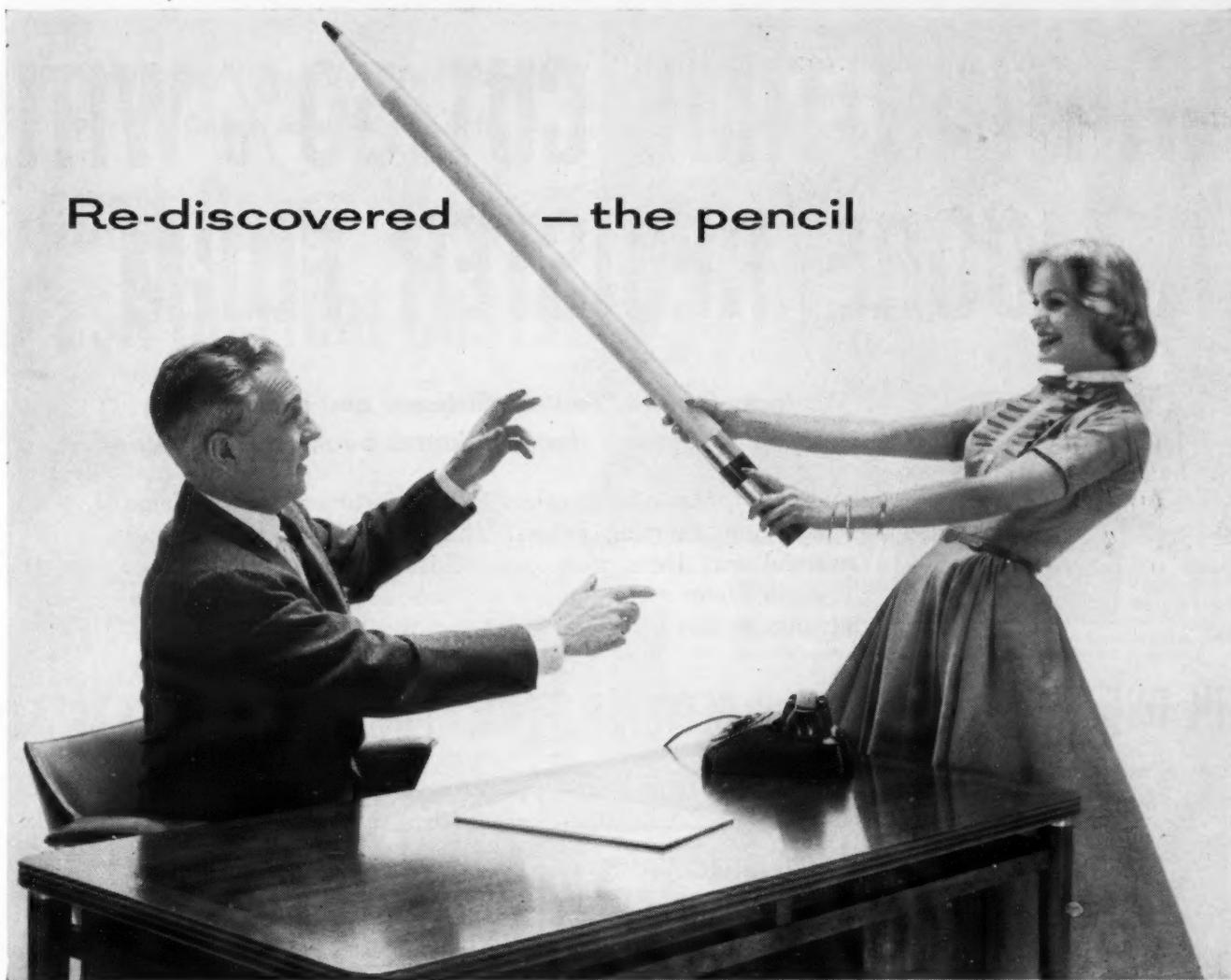
May a taxpayer, receiving compensation in a lump sum for services rendered in prior years, apportion his income for tax purposes to those prior years?

THE FACTS—Under the terms of a contract entered into with a corporation, this taxpayer's compensation was contingent upon the successful sale of redwood timber lands in California. The corporation was permitted to pay taxpayer at a time when it was in good financial position.

From 1937 to 1947 the taxpayer worked for the corporation without receiving compensation. In 1948 the corporation fixed his salary at \$92,000 for the 10 years. Payment of this sum was made in the years 1948, 1949 and 1950. In his 1949 tax return, taxpayer reported the \$32,000 received by him in that year as long term compensation, allocating his income over prior years. It was the Commissioner of Internal Revenue's contention that the taxpayer was not justified in so doing.

THE RULING—The Internal Revenue Code provides that where services are rendered over a period of more than 36 months and 80% or more of the total compensation is paid in one year, the taxpayer may proportionately allocate his income over the prior years and compute his income tax on that basis.

In the case under consideration, taxpayer received less than 80% of his total compensation in the year in question. Therefore, he may not apply the money received by him to prior years. (*Ward et al. versus Commissioner of Internal Revenue, U. S. Court of Appeals, decided January 16, 1957.*)



Re-discovered — the pencil

SEE HOW THOUSANDS OF BUSY EXECUTIVES SPEED COMMUNICATIONS WITH PENCIL JOTTINGS AND VERIFAX COPIES

No trick to breeze through half your mail without dictation and typing.

When a letter asks questions—jot the answers in the margin and mail a Verifax copy as your reply. When a report refers to several depart-

ments—jot "Joe, this (paragraph) concerns you." "Bill: what's this?" "Jack, see me."

In a minute your secretary will have Verifax copies on their way. (She can make 5 of these errorfree copies in 1 minute for just 2½¢ each.)

Lots of short cuts like these! Chances are your savings the very first month—on dictation and typing alone—will pay for your Verifax

Copier. You'll find, too, that this versatile copier isn't choosy about the jobs it will do. It takes pen, pencil, colors in stride...makes translucent masters, offset masters, copies on card stock, too.

Mail coupon for free "Short Cuts" booklet and details on line of Verifax Copiers. Or phone nearest Verifax dealer, listed in "yellow pages" under photocopying equipment.



ONLY \$148 . . . Kodak's new Verifax Signet Copier makes 5 copies in 1 minute for just 2½¢ each. Even one-man offices report saving its cost the very first month! Thousands in use. Pays to have one in every department.

APRIL 1957

Verifax Copying

DOES MORE... COSTS LESS... MISSES NOTHING

MAIL COUPON TODAY

EASTMAN KODAK COMPANY, Business Photo Methods Division
343 State Street, Rochester 4, N. Y.

Gentlemen: Please send free Signet folder and "Short Cuts" booklet. No obligation.

197-3

Name _____ Position _____

Company _____

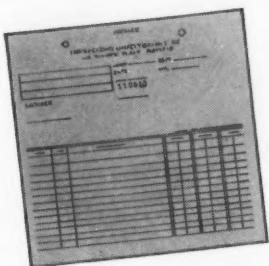
Street _____

City _____ State _____

(Circle number 134 for more information)

Kodak
TRADEMARK

WRITING TIME CUT 50% WITH A MOORE REGISTER FORM



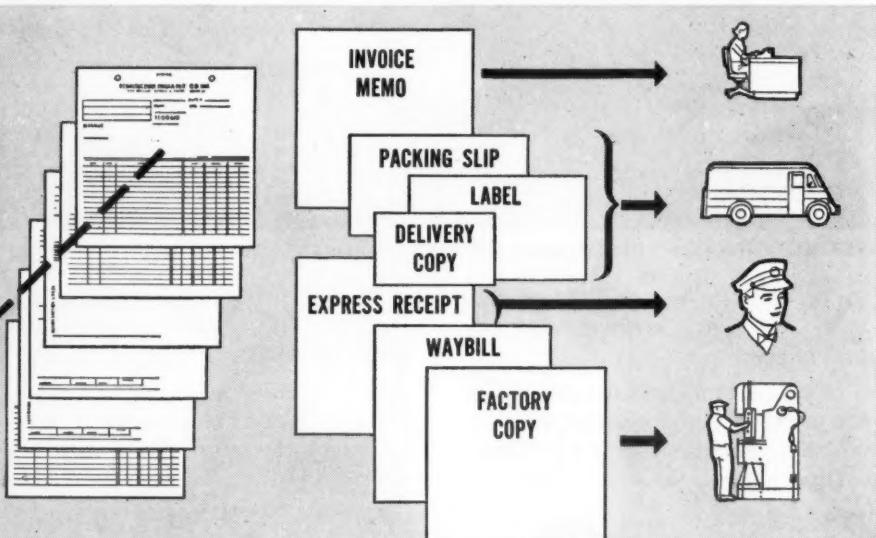
**This manufacturer found efficiency and short cuts in
a Shipping System that eliminates peak-load bottlenecks**

Once four separate writings had to be made to prepare the Memo Billing and Shipping papers. This was time-consuming and wasteful and there were possibilities for transcribing error. The new Moore system introduced smooth work-flow with other advantages like accuracy, speed, positive control and savings.

IN ONE WRITING...6 PART REGISTER FORM HANDLES ALL OPERATIONS



The form gives...in one writing...all the information or instructions needed for merchandise shipment—Invoice Memo, Packing Slip, Label, and forms for express, parcel post, or truck delivery.



It does every job needed...even to collecting money on C.O.D. orders. Faster shipments are assured...no rewriting is required at any time. Consecutive numbering gives positive numerical control throughout.

One writing...on one form...speeds the work. It saves time and reduces errors. Peak shipping period jams have been completely eliminated in Shipping. Writing time saved is 50% of former requirement.

Whatever the need, the Moore man can design the form that makes your system work best. Look him up in the Classified, or write to the nearest Moore office below.

MOORE BUSINESS FORMS
Inc.

NIAGARA FALLS, N.Y. • DENTON, TEXAS • EMERYVILLE, CALIFORNIA

Since 1882 the world's largest manufacturer of business forms and systems.

Over 300 offices and factories across U.S. and Canada.

(Circle number 135 for more information)



**Like These Great Companies, You, Too, Can
Use Copyflex One-Writing Method to . . .**

Speed Paper Work, Slash Clerical Costs!



Copyflex Desk Top
Model 110 copies originals 11
inches wide by any length. Only
\$555. Other models available to
copy originals up to 46 inches wide.

Throughout America, progressive companies like those described here are simplifying and speeding business operations with the revolutionary one-writing method made possible by modern Copyflex copying machines. You surely can, too!

With Copyflex, you write basic information only once—the entire series of copies needed to complete any systematized business operation are mechanically reproduced from the original. You eliminate the big cost and delay for retyping or rewriting constant information from one form to another. This frees personnel for other important work, gives you tighter control of operations, saves thousands of dollars.

Copyflex machines are clean, odorless, economical—letter-size copies cost less than a penny each for materials. Copyflex will fit readily into your present systems. Mail coupon today—it can mean important savings for you!

BRUNING
Copyflex

Copies anything typed,
written, printed, or drawn on
ordinary translucent paper
—in seconds.

CHARLES BRUNING COMPANY, INC., CHICAGO

In Canada: Charles Bruning Company (Canada) Ltd.
105 Church St., Toronto 1, Ontario

(Circle number 136 for more information)

Offices in
37 Cities of
the U.S. and
Canada

Charles Bruning Company, Inc., Dept. 42-F
4700 Montrose Ave., Chicago 41, Illinois

Please send me information on the Copyflex process and
machines.

Name _____ Title _____

Company _____

Address _____

City _____ County _____ State _____

How to use a company

An airplane may be just the tonic your company needs to strengthen sales and profits. Or it may be the worst investment your company could make right now.

Here are the experiences of some of the 12,000 companies now using business aircraft — plus costs and other facts you should consider in deciding whether to use a company plane in your business.

Scott McIntyre (see cover), 57-year-old president of United Fire and Casualty Co., Cedar Rapids, Iowa, last month slid behind the controls of his company's twin-engine Piper Apache, 1½ hours later was sitting in a business conference in Chicago, 210 miles away. Says he: "We're satisfied that our travel costs [in our plane] are reasonable when compared with public transportation, and the convenience gives our people many additional hours at home."

Late one recent afternoon in Dallas, Hugh Cunningham of Toole & Cunningham, manufacturers' representatives, heard of a \$20,000 order in Texarkana, Texas. "Next morning," he says, "I hopped in my plane, flew down there, got the order and was back in my office late the same afternoon. The round trip flying time was two hours and 10 minutes. In a car it

would have taken me 8½ hours. I couldn't have done it in a day."

Chairman J. D. A. Morrow of Joy Manufacturing Co., Pittsburgh, Pa., recently escorted some potential customers aboard his company plane, flew them 1,500 miles into the field to see Joy's oil well equipment in action, received a multi-million dollar order when the trip was over. "The plane's effectiveness as a sales aid is obvious," comments President Morrow.

In Omaha, Robert O'Keefe of the O'Keefe Elevator Co. reports: "Our plane has increased our sales by almost 50%, slashed our travel time by three-fourths."

In these days of too few executives, high salesmen's salaries, thick competition, thin profit margins and the need for extra customer service, many firms have found a company plane to be an economic necessity. Other firms that buy

planes primarily as a convenience often find that the convenience more than pays for itself. Today some 12,000 business firms operate some 26,000 aircraft.

Buying a company plane may be just the tonic your company needs to strengthen sales and profits (one company attributes a 400% increase in its dollar volume to its company plane). On the other hand, a company plane may be the last venture in the world your particular company should undertake.

Planes are not always "almost as cheap as cars." The initial cost is high and it costs only a third less to keep a plane in a hangar as it does when it is airborne.

Another cost, if you are not going to learn to fly yourself, is a pilot's salary, ranging from about \$5,500 to \$15,000 per year, depending upon the pilot's experience and the size and type of your plane.



BUSINESS PLANES: a growing industry

Sales of business planes reached \$90 million in 1956, according to an estimate by the Aircraft Industries Association. That's more than double 1954's \$43.5 million, and \$21.7 higher than 1955's \$68.3 million.

Large corporation buyers, who favor roomy, twin-engine planes, account for roughly half the industry's

plane profitably



No company goes shopping for a plane with quite the same nonchalance it might have in looking for a pickup truck. Most companies (especially smaller ones) approach the whole idea with what can be described as enthusiastic timidity. It is a well-founded attitude, for although the advantages of com-

pany planes are many, the possible pitfalls are equally numerous.

Here are some of the questions you should ask yourself before rushing out to buy an airplane:

- Does the company really need a plane?
- If so, what kind?
- Who's going to be the pilot?

- How much does the plane cost?
- How much will it cost to operate the plane?
- Will it be profitable?

Do you need a plane?

First, realize this: it would be the height of folly for your organization to attempt to compete with



Saving executive time: A plane may justify its cost in terms of executive time saved for productive work.

total dollar volume. But the small, single-engine craft last year accounted for about 85% of the unit sales—an estimated 6,000 small plane sales to business firms.

The small plane field is dominated by four makers: Cessna Aircraft, Beech Aircraft, Piper Aircraft, and Aero Design and Engineering. Some

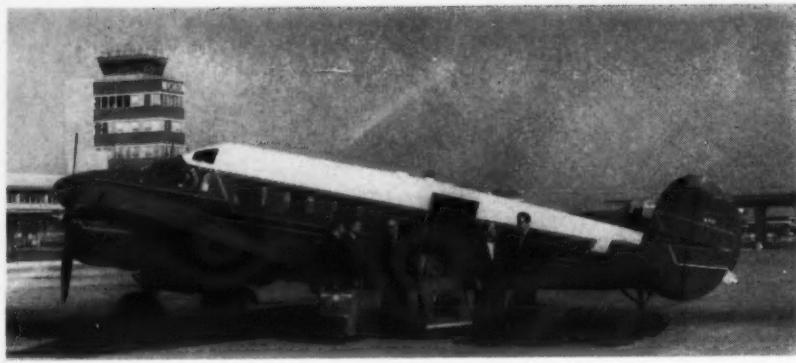
small craft manufacturers have retail finance plans; most dealers teach you how to fly.

As the number of planes has increased, so has the number of dealers, now put at roughly 600, and distributors, now numbering about 150. Aircraft service operations, counterparts of auto service stations, now number

more than 4,000 throughout the U. S.

The Aircraft Industries Association estimates that American business concerns have already invested almost \$300 million in airplanes, and spend about \$175 million annually for equipment, maintenance and operation.

That pie in the sky is no mirage.



SELLING AID

If your customers are spread around an area of 1,000 miles, in towns served infrequently by the airlines, a plane might help you.

commercial airlines. They can do the jobs they do (especially non-stop long hauls) better, faster, and more economically than you could. But commercial airlines don't always go where you want to go, when you want to go there.

If your main office or plant is located at point X and your customers or branch offices are spread around an area of, say, 1,000 miles, most of them in towns serviced infrequently or not at all by regular airlines, then a plane might help you.

If you and your key men find yourselves faced regularly with a two- or three-day round trip to get to a customer, branch office or plant—to do just one day's or even a few hours' work—then a plane may well save you time and money. Printer Gifford Booth of Wichita, who flies a Cessna, says his company would have to enlarge its sales staff by 50% to cover the territory by car.

What kind of plane?

Determining what kind of plane you need is not easy. Many factors are involved, from personal preference to the initial cost, necessary speed, range and other technical considerations.

Pillsbury Mills of Minneapolis purchased a Beechcraft after an exacting survey of company needs. Asked to explain this survey, Pillsbury's chief pilot, James Grogan, said:

"Our primary reason for buying a corporate aircraft was to furnish safe, comfortable and convenient travel for executives and key personnel. A Beechcraft was selected because it was determined that with this plane we could expect 600 to 800 hours annually of utilization, trips with an average dis-

tance of 500 miles, and a passenger load average of three passengers per mile.

"Trips in excess of the 500 mile range could be expected but these would be in stages. For instance, a trip from Minneapolis to Dallas may include stops at Omaha, Kansas City and Wichita. Pillsbury felt that the survey indicated that the greatest benefit to all would be achieved by not overextending the range of trips in miles or time, thereby enabling the aircraft to return to Minneapolis in the least amount of time. Minneapolis being Pillsbury's home office, it creates a consistent demand for originating trips, and by operating the aircraft on shorter trips, it allows more availability to the majority of people."

Who'll be the pilot?

Pillsbury has its own pilot, as do many companies. Obviously if your company is thinking in terms of a 22-passenger Convair 340, which carries a \$750,000 price tag and requires a minimum crew of two, it's unlikely that you plan to act

PRESTIGE: Large or small, a plane may add to your company's prestige.

as pilot. A professional is needed.

It is not difficult to learn to fly a small airplane. With many "forgiving characteristics" now engineered into them, planes are actually easier to fly than driving a car, some say.

And many flying executives report that the company plane provides them with a therapeutic "hobby." Says Gifford M. Booth, Jr., president of Grit Printing Co. in Wichita: "I can get a great deal more relaxation out of sitting in the airplane and flying 50 miles away than I can get out of a round of golf or a game of cards." One flying doctor says: "An hour in my Tri-Pacer is like a day off."

Two questions that often cause a man to think twice before he buys a small business plane are: 1) Where am I going to land it? and 2) Isn't an automobile safer?

Unanimously, business pilots report that landing places are no problem. Practically all large and medium sized cities, and many small towns, have airports. In fact, several thousand more communities can be reached by the smaller



15 BUSINESS AIRCRAFT: WHAT THEY SELL FOR, WHAT THEY DO, AND WHAT IT COSTS TO FLY THEM

	Average Price	Cruising Speed	Passenger Range (A)	Annual Operating Costs (C)	Cost per Passenger-mile (50% passenger load)			
		(mph)	(miles)		carried	Flown 300 hours a year	Flown 600 hours a year	Flown 300 hours a year
Piper Tri-Pacer	\$ 7,895	130	490	4	4,500	6,000	.064	.043
Mooney M-20	12,500	165	575	4	5,500	6,900	.062	.039
Cessna 180	14,000	150	695	4	6,500	8,200	.080	.051
Beech Bonanza	22,000	180	650	4	9,300	11,700	.096	.060
Helio Courier	25,600	155	485	4	9,800	11,800	.117	.070
Piper Apache	36,790	170	605	4	13,900	17,200	.151	.094
Riley Twin-Navion	37,500	170	780	4	14,200	17,700	.155	.096
Cessna 310	60,645	205	870	4	28,500	33,400	.258	.151
Beech Twin-Bonanza	78,000	200	815	5	33,900	40,200	.251	.149
Aero Commander	79,500	200	1,060	4-5	33,400	38,800	.275	.160
DeHaviland Dove	108,450	185	1,240	6	49,500	56,600	.331	.189
Beech Super-18	125,000	215	1,455	5-7	54,400	63,100	.313	.182
Lockheed Lodestar	175,000	240	1,100	8-10	93,500	119,000	.321	.204
Douglas DC-3	240,000	200	1,350	14	103,500	127,500	.274	.154
Convair 340	750,000	285	2,500	18-22	240,300	280,300	.313	.183

(A) With 45-minutes fuel reserve.

(B) Excludes pilot (and co-pilot in case of last five planes on list) for all planes larger than the Riley Twin-Navion.

(C) Covers all major operating and fixed costs, including crew's salary for all planes larger than the Riley Twin-Navion.

The above figures are based on a five-year depreciation period, much shorter than the real life of a plane but advantageous from a tax standpoint. Moreover, hangar rental fees included in the listed operating costs are based on fees charged at metropolitan airports, which—in the case of

a Cessna 310, for instance, may run \$1,000 a year higher than charges at a small airport.

For all planes listed, the cost per passenger-mile is arbitrarily based on the assumption of a 50% passenger load. In practice, of course, a company-owned Convair is unlikely to average 10 passengers per flight. With an average load of four passengers, cost per passenger-mile of operating a Convair (at 600 hours a year) would be 46 cents, more than eight times the cost of travel by commercial airline.

Compiled by the National Business Aircraft Association

business planes than are accessible to the larger commercial airliners.

Even without a regular airport there are ways and means. One executive, for example, lands his plane on a little-used rural road. Other businessmen are more conventional and simply take taxis from the airports, arrange for someone to pick them up there, or use rented cars (which are available almost everywhere now). None report any difficulty or undue expense in this connection.

As for safety, figures show you're safer in your own plane than in a car. There are more than eight times as many fatalities in passenger autos and taxis than in all types of business aircraft.

According to a survey made last year by Piper Aircraft Corp., the average owner of the four-passenger, \$7,800 Piper Tri-Pacer is a small businessman who owns and

operates his own plane. He has flown a total of 1,681 hours. His yearly average is 317 airborne hours, and he has practically deserted the ranks of regular airline or train passengers. He likes to fly.

How much does a plane cost?

It's not quite as bad as J. P. Morgan's comment on yachts: "If you have to ask how much one costs, you can't afford it." But planes—and their upkeep—are

SPEED: Executives get there faster in this converted bomber.



COMFORT



Interiors of many bigger planes are designed as flying executive suites.

CONVENIENCE



A plane gets you there faster when special customer service is needed.

CUSTOMER SERVICE



A plane may take the pressure off, get you home in time for dinner.

cheap. Yet, as company after company has proved, planes can be an extremely profitable business tool. Good selection of the craft in the first place and proper utilization of it can make the difference between red and black ink. The type of plane you need determines the size of your investment (see chart, page 39).

Over-all cost of operating a plane depends in part on how extensively it is used. For example, in just four months the O'Keefe Elevator Co. flew its Cessna 172 a total of 300 hours at a cost of about \$10.90 per hour including insurance and depreciation*. The cost per airplane mile was about nine and one-tenth cents. Comparison note: it costs O'Keefe about 10 cents a mile to operate each truck.

Among the different planes carrying four passengers each, the price range goes from \$7,800 for a Piper Tri-Pacer to \$60,600 for a Cessna 310. Between the two there is a difference of 40 miles per hour in speed, 170 miles effective range, and a whopping \$30,000 in annual operating cost if the planes are flown an economical 600 hours per year. Obviously there's more to a plane than how many passengers it will carry.

Cost of operation

The Ohio Oil Co. which owns 19 planes (reputed to be one of the largest business air fleets in the world) says this about the cost of operating a plane: "How can you analyze the cost of an operation which results in such an enormous saving of executive time?"

Owning a plane may pay off in executive time saved, in publicity, prestige or in keeping customers satisfied by offering that something "extra" in service.

Paul Rennard, chief pilot for Joy Manufacturing, breaks down the company plane's operating cost as follows: "In 1956 our Beechcraft Super 18 travelled 118,515 miles, was in the air a total of 686 hours, made 586 separate flights, cost

\$116.06 per individual flown at a mileage cost of 16 cents per passenger mile. It cost 56 cents a mile to operate the plane, maintain our own hangar, amortize the building, amortize the plane at the rate of \$1,362 per month. We consider 10 years the practical life of a plane, then we trade it in for a new one. Amortization is just as cheap as the heavy maintenance on an old plane and we have a new model."

All authorities agree that for economical utilization, a business airplane should be operated from 400 to 600 or more hours a year. An average of 50 hours a month is considered normal.

Will it be profitable?

To determine whether a business plane will be profitable, you must first determine what kind of "profit" you are seeking: convenience, prestige, better customer service (such as speedy delivery of repair parts), executive time saving, increased sales volume, or an immediate enrichment of company profits. Ask yourself exactly what a plane should do for you.

One method that a growing number of firms are using to determine whether or not they need a plane is to conduct a trial marriage, by chartering a plane for specific executive transportation needs. The test is not 100% revealing, but it can at least give you some clues to your needs before you commit yourself to the purchase price.

Actually, deciding whether you need a plane can be handled in much the same way as deciding whether you need a new car. And if you decide you do need one, the next question is: What kind? A Ford? An Oldsmobile? Or a Chrysler Imperial?

Some say that just as the automobile revolutionized America's way of life some 50 years ago, the plane is beginning to drastically change the country's business procedures today. One man who holds this view is Henry W. Boggess, director of aviation for Sinclair Refining Co.: "There has been a transition to 'decentralized operations' (continued on page 72)

*A company airplane can be depreciated at either 13½% per year, or at 25% per year. Thus, after four years a plane can be sold as a capital gain.



LOOK BEFORE YOU LEAP

TO THE SUBURBS

Many an expanding business, bursting at the seams in cramped metropolitan quarters, looks to the suburbs as an escape from the city's high costs and congestion. But the grass isn't always greener in the suburbs.

When all the facts are considered—all the hidden costs uncovered—you may find it more profitable to forget those cheaper suburban land costs and taxes—and expand right where you are. Here's an actual case in point.

William F. Lotz, Jr., Treasurer
William F. Lotz, Inc., Philadelphia

"To flee or not to flee" the big city's congested traffic and limited land areas is one of today's foremost problems confronting industrialists who are considering plant expansion. The trend to "go suburban" where land is cheaper and traffic less ulcerous has reached almost epidemic proportions in recent years.

While a suburban location has proved healthful and beneficial to many growing firms, many others, blinded by the facts of cheap land

and low taxes, have followed the exodus only to find suburban living inconvenient and filled with numerous profit-sapping hidden costs.

From our company's experience in constructing plants in cities, towns, and rural areas in the eastern half of the United States, we have seen first-hand the relative advantages and costs of urban versus suburban locations.

Too often we have seen the decision to relocate based *solely* on land cost and taxes, instead of the

entire effect the suburban site will have on the business.

The greatest pitfalls in relocating lie in hidden costs. And, unfortunately, it is this aspect which has been given the least publicity and attention.

A study which was made recently for one Philadelphia concern shows that careful consideration of *all* factors can reverse a decision to relocate.

The Soabar Co., one of the nation's largest manufacturers of price

marking equipment and supplies, is located in a residential-industrial area of Philadelphia. Faced for the fourth time in its corporate life with the need to expand its plant, Soabar looked to the suburbs and considered building there a one-story plant with efficient straight-line production flow.

Before taking definite steps toward a move, however, Soabar's management asked for a thorough analysis, to bring all the facts to light. As a result of the study that ensued, the company decided to stay in its present location, expand its facilities by purchasing five adjoining homesites, razing the homes and erecting an addition to its original plant.

What were the reasons that influenced this no-move decision? Soabar's reasons for staying urban are worth consideration by other city-based industrial plants facing expansion problems.

Expansion ground rules

Before getting down to this specific case, it might be well to establish certain rules or guides on which to base your expansion or possible relocation requirements:

- Analyze your space requirements carefully. Perhaps new machinery or materials handling equipment can cut down the square footage requirements—or even make new plant facilities unnecessary.
- If more space is definitely needed, relate it to your over-all plan for company growth. There is no sense in building an addition that cannot be expanded to meet the needs of further growth in three or five years. Stop-gap measures are always the most expensive in the long run. And patch-up, make-do plant measures can send your production costs skyrocketing.
- Check your maintenance costs carefully. High maintenance is often the most compelling reason for a move. Even though maintenance items are paid for before taxes, they require cash for payment. The portion of this cash remaining after taxes could be used for expansion.
- Would a new location put you in

a better labor market (or would it cause you to lose experienced personnel who would be difficult to replace in another area)?

■ Could you reduce shipping costs or eliminate certain shipping problems by moving? Or would you lose advantages you now enjoy?

■ Would marketing advantages be gained by moving closer to major customers? (One eastern company found it advantageous to build a branch plant in the midwest convenient to an important customer; but even in this case, the firm located in a fully-developed community.)

■ Would production advantages be gained by moving closer to major suppliers or material sources?

If this analysis shows that a move would be both beneficial and economically justified, establish a management committee to survey all the pertinent facts. Many firms have found it advantageous for the builder to work with that management committee in weighing urban versus suburban advantages.

Key factor: personnel

In Soabar's case, one of the first major problems considered was that of personnel. A careful check of the workers showed that the majority lived either within walking distance or a few minutes drive from the plant. To uproot and move certainly would create a serious personnel problem and needless additional expenses to obtain



ABOUT THE AUTHOR

William F. Lotz, Jr., has for some time played an active role in plant planning and site selection for many of his firm's clients. Erstwhile Treasurer of William F. Lotz, Inc., construction firm of Philadelphia, his duties are largely along engineering lines, toward which end he has been concerned with industrial site planning. A Registered Professional Engineer in Connecticut, Indiana, and Pennsylvania, he holds a B.S. and C.E.

and train new employees. This was the first damper on the suburban idea and led Soabar to take a closer look at its own backyard.

With married women constituting a large bloc of America's working population, special consideration should be given to their working problems. Faced with running the household and hurrying home to prepare dinner, most married women want to work close to home and convenient to food stores. For this reason firms in remote locations often find it difficult to obtain married women workers.

A "center of gravity" technique was used to determine the best location in relation to Soabar's labor force (indicating workers' homes by dots on an area map). Consideration also was given to the availability of additional labor in the future.

One important advantage of the center of gravity method is that it gives a clear picture of worker accessibility by public transportation. By selecting a site convenient to good public transit, a great deal of money can be saved through eliminating the need for a large parking lot for employees. (And don't forget to add the cost of paving and maintaining the parking area to the land cost, if you're figuring on cheap suburban acreage.)

On the other hand, some industries may find a suburban location more advantageous in procuring—and holding—personnel. This is especially true in businesses and industries whose working force is primarily composed of high-salaried personnel, who usually gravitate to suburban areas.

Other advantages and disadvantages of urban versus suburban location were weighed carefully in the study conducted for Soabar; the following suburban disadvantages were considered:

- Lack of adequate police and organized fire fighting protection.
- The effect of fire protection on insurance premiums.
- Lack of adequate water supply and sewage disposal systems.
- Inconvenience to railroad stations, both passenger and freight.



Aerial view shows how Soabar is expanding in its industrial-residential location. Soabar owns plant (a) and rents space in plant (b). Raised section (c) shows homesites that were purchased for construction of new plant. Employee recreation area has also been planned for new plot—thus allowing for possible future expansion.

- Shipping and receiving problems.
- Inconvenience to banking facilities and restaurants.
- Inadequate arterial and access roads.

Water and sewage costs

There is no aspect of suburban location where hidden costs can wreak havoc more than in water and sewage, both in initial cost and in maintenance.

As an example, we were involved in one project where plans for a small (70,000 square foot) plant in a suburban area were abandoned when it was found that \$55,000 would have to be spent for an overhead tank, a perimeter fire plug system and a second source of water storage (in this case a pond and a dam).

In the same case, the firm would have incurred an expenditure of \$30,000 for construction of a sewage disposal system for human as

well as industrial waste. This was necessitated by the number of persons employed and a soil with poor percolation value. In addition to the initial installation expenditures, these systems are costly to maintain and operate, often running in excess of \$10,000 a year for small plants.

Most suburban areas, not equipped to handle industrial waste, have stringent sewage requirements. In most big cities, waste needs only to be neutralized for acceptance.

The problem of fire protection in suburban areas is another important consideration. Buildings can be made "fireproof," but their contents can't. No matter what steps are taken to prevent fires, the danger always exists to some degree. Organized, full-time fire departments are one of the things your city tax money goes for. But all other factors being equal, your fire insurance premiums in a number

one rated city will be about 15% less annually than in a suburban area.

Distance from freight stations and lack of existing railroad sidings may be another factor in suburban areas.

Soabar, for example, due to the nature of its business, does not depend heavily on rail transportation for receiving of materials or shipment of its products. Because its shipments involve a great number of small and medium sized packages to a large number of nationwide accounts, most shipments are by motor freight in less-than-truckload lots.

This was one of the important considerations in Soabar's decision to stay put. The firm's location, only five minutes drive from most of Philadelphia's major trucking terminals, has resulted in excellent shipping service. The company was understandably reluctant to give

(Continued on page 95)

10 ways to measure

If your front-line foremen are not functioning as efficiently as you think they ought to, or if they are not integrated effectively into your management hierarchy, the answers to these 10 questions may pinpoint the reasons why.

by Willard E. Bennett

Labor Relations Superintendent
Cities Service Refining Corp.
Lake Charles, La.

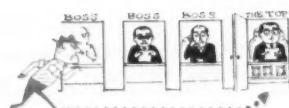
Like it or not, productivity and profits in your company are determined largely by the most neglected man in your organization: the front-line foreman. Here is a man caught in the jaws of one of industry's most destructive squeeze plays.

Standing alone between the top and bottom echelons, the foreman must turn one cheek toward management and speak for the employees, then turn the other toward his workers and act as spokesman for management. How he is able to perform these tasks depends to a large extent upon how

management treats him; whether he is part of the management team in theory only or in practice as well.

The emphasis has always been on training the foremen; judging from the results so far it may be time for management to start training itself.

Here are 10 questions to help you measure your foreman relations:



workers tend to think of their foreman as the source of all evil and regard the upper-level executive as the source of all good. Obviously this undermines the authority, position and effectiveness of the foreman.

AXIOM: No other member of management should be allowed to impinge upon the foreman's authority, or to interfere directly in his relationship with his subordinates. Matters affecting the workers on the line should be handled through their foreman, not over or around him.



ABOUT
THE
AUTHOR

William E. Bennett has first hand knowledge of the foremen's dilemma. Having an extensive mechanical background, he served as mechanic foreman on various construction jobs and was formerly general foreman of Cities Service Refining Corp. as well as training director. In his present capacity he is responsible for labor relations and training (management, supervisory and craft). He is a member of the American Society of Training Directors.

1 Do You Subject Your Foremen to Multiple-Bossism?

Too often the foreman's own superior, or even higher "higher-ups," encourage the worker to approach them directly with problems, or come to them for decisions. Frequently, too, if corrective disciplinary measures must be taken the foreman is urged—even forced—to do it, but if a raise or a promotion is to be granted, a superior steps in to do the pleasant work. Thus

2 Do Your Foremen Suffer Because of Crossed Wires in Upper Management?

Training programs dwell at length upon the necessity of cooperation among foremen in various departments. Such cooperation becomes virtually impossible when, for example, two department heads are engaged in intra-company warfare. While the situation may, for a time, be hidden successfully from higher authority the immediate ef-

your foreman relations

fect is friction at the foreman level. Powerless to practice the lateral communication and mutual helpfulness that they have been told should characterize their relationship, the foremen find their ability to function seriously curtailed.

AXIOM: Don't let your foremen be used as whipping boys for failures higher up the line. In cases of apparent error, find out whether the foreman is a victim of circumstances or whether the blame should really be his; don't always assume that the foreman is wrong.



3 Do You Create Supervisors By Ordination?

Making the transition from worker to foreman is a difficult and delicate task. It requires the adoption of a completely new way of thinking. The foreman is seldom given sufficient help to make this shift. Frequently he receives, at most, a few hours of casual instruction and a pat on the back accompanied by a silent prayer that a miracle will come to pass and in some mysterious way the man will be transformed into an effective member of the management team. While extensive training is required before an apprentice can be assigned the full responsibilities of a journey-

man mechanic, the prospective supervisor is simply ordained. This process is a disservice both to the man and to his company.

AXIOM: Train your foremen *before* they are assigned their new responsibilities. The concept of training *after* they have been ordained seems to have been accepted, but the results of such training have been disappointing. The establishment of a "managerial internship" is in order. An intensive, down-to-earth course detailing the duties, obligations and problems of being a foreman will more than pay for itself. The ounce of prevention is always a better buy than the pound of cure.

4 Is Your Management Training Sincere?

No managerial training, whether proffered before or after a man is promoted to foreman, will have any value at all unless it is sincere. There is no point in presenting a program designed to implement the foreman's task unless that program has some basis in the realities of the company's actual day-to-day operating techniques. If the foreman is taught certain methods, but his superiors do not permit him to put those methods into practice, the training program is useless.

AXIOM: Management training means just that: training for all those who have a hand in the management of the company, from the president and his assistants to the

foremen on the line. If this training is more than just theory—if the precepts presented are actually put into practice—the program's effectiveness will be reflected in a smoothly functioning management group.

5 Do You Understand the Special Problems in the Foreman's Supervisory Role?

"Because of the intrinsic difference in the two relationships, the methods involved in supervising a worker and supervising a supervisor are completely different. The higher level manager who himself supervises supervisors can approach his task more directly for he and his subordinates are members of the same fraternity, have common objectives and speak the same language. Not so the front-line foreman. His subordinates react differently. He is situated at the focal point where two entirely different philosophies come into actual working contact. Consequently, his relationship with his subordinates is different and he must employ different supervisory methods."

AXIOM: Remember that the supervisory problems of a front-line foreman are totally different from those of managers at the higher levels. Demonstrating this understanding and exhibiting a willingness to make the necessary compensations will go far in gaining the allegiance and genuine cooperation of your foremen.

(Continued on following page)



6

Do You Mentally By-Pass Your Foremen?

It is generally agreed (though sometimes forgotten in practice) that foremen should not be physically by-passed; that the higher echelons of management should always deal with the workers through their foremen.

There is, however, another type of by-passing that may well be more prevalent and more destructive: mental by-passing.

High level executives are always concerned with the morale of the workers. Obviously the morale of the workers cannot be good if the morale of their immediate supervisors is bad. By ignoring the foreman in thinking of increasing worker morale, management is isolating the very man upon whom worker morale depends. The foreman, in effect, becomes a "man without a country."

AXIOM: Good morale starts at the top. The wellbeing and the satisfaction of the foremen provide the foundation blocks upon which to build the morale of the workers.

7

Do Your Foremen Really Have the Right of Appeal?

The foreman is denied the right of appeal available to unionized workers through exercise of the grievance procedure. To compensate for this lack of formal redress, many companies boast of having an "open door" policy. Theoretically this policy provides a method through which a foreman who has been treated unfairly by his immediate superior—or thinks he has—can seek justice from a higher management level. In practice, however, the foreman who walks through the open door finds that such relief as he receives is of a

temporary and highly illusory nature. Too frequently the open door is actually a trap door. The foreman who by-passes his boss and takes his troubles "up the line" often finds that his boss has so many insidious means of subtle retaliation at his command that he, the foreman, is in worse shape than he was originally. Therefore many times a foreman, feeling he has a legitimate grievance, will simply try to live with it. This never works and the discontented foreman starts a chain reaction that results in lowered morale among his subordinates.

AXIOM: Establish an iron-clad, formal method by which a foreman may seek redress of a wrong. Whatever the system devised, make it available to all as a matter of right, make certain that it is understood that the system is guaranteed by the top authority in the firm, and demonstrate that any attempt to subvert the system will be dealt with promptly and decisively.

8

Do Your Foremen Have a Voice in Management?

Here again the critical position held by the foreman—the link between the workmen and management—is of vital importance. The front-line foreman is the man who must enforce top management's regulations and policies. On the other hand he must see to it that the protections afforded by a union contract are observed. No member of the organization can tell more quickly or more accurately which of these are practical and worthwhile and which are uneconomical and unworkable. But few companies conscientiously ask the foreman's advice or give him a voice in such matters.

AXIOM: Top level executives must create an atmosphere in which front-line foremen will feel free to offer both suggestions and criticisms.

They must also devise a system under which foremen will be consulted on matters that directly affect them and their subordinates. Further, they must insure that the opinions voiced by foremen will be given thoughtful consideration in top management councils.



9

Do Your Foremen Have Adequate Status Symbols?

No member of the management team needs prerogatives and status symbols as desperately as the front-line foreman. The foreman is an employee one step removed from the workmen he supervises. If he is to identify himself with management he must be clothed in some visible vestments of authority. Just telling him he's a member of the team isn't enough. Without sufficient status symbols the foreman's position fades into a twilight zone between management and workmen.

Furthermore, there exists the problem of proper salary spread between the foreman and the men working directly under him. In most firms the same general wage increases negotiated by unions are also given to supervisors at the bottom level. In many cases a few hours overtime pay actually puts the worker on the line into a wage bracket above that of his foreman. Thus management, instead of doing all it can to pull the foreman into its camp, is actually forcing him to think of himself—economically at least—as closer to the workers than to company executives.

AXIOM: Give your foremen some of the trappings of office that you yourself take for granted. Provide such things as adequate office space, special dining facilities, reserved parking space, and paid membership in trade associations

(Continued on page 73)

How Kaiser Steel prevents Inventory obsolescence

This steelmaker slashed \$1 million from its spare parts inventory through a new program of "preventive obsolescence." The warehouse becomes a "bank" and spare parts are "accounts" that are written down according to a set formula. Two simple forms help spotlight obsolescence before it occurs. It's a simple system that you may be able to use profitably in your plant.

A new answer to the question: "What's it worth?" has resulted in a unique "preventive obsolescence" program in the spare parts warehouse of Kaiser Steel Corp.'s Fontana, Calif. plant. Thinking in terms of "dollar obsolescence," rather than merely parts obsolescence has enabled Kaiser to reduce the value of its spare parts inventory by \$1 million in less than three years, at the same time upgrading the efficiency of the entire operation.

By "dollar obsolescence" Kaiser means the cost of obsolescence as it affects the company's total investment in spare parts. In Kaiser's concept this total cost includes adjustments made for price shifts, technical progress and engineering changes.

Behind Kaiser's new inventory system lies 10 years of study that developed an intricate procedure of parts classification and inter-department teamwork that nails down vital statistics, past and present for each of 70,000 different spare parts stocked. Given these figures, Kaiser men can uncover existing obsolescence, confidently predict future maintenance needs and stop waste before it starts.

First step in the program was to set up the parts warehouse as a "bank"—a bank with 70,000 sepa-

rate "accounts," worth a total of \$8 million. Each spare part—each account—has its own ledger card. Every week all accounts are machine posted, withdrawals and additions tallied, and a dollars-and-cents value assigned to the individual parts. Analysis of these 70,000 active accounts is the basis for tracking down existing obsolescence and stopping dollar losses.

The composition of Kaiser's inventory is such that 10% of the spare parts actually represents 70% of the total inventory investment. Thus some 7,000 items are worth about \$5½ million. These parts—labeled "select items"—are usually valued at \$50 or more per unit. Some cost as much as \$15,000 each. Because a change in status in any one of these items involves a potentially high dollar loss, this group of "select" accounts is segregated and watched carefully.

Three separate classifications have been established for slow moving parts, and their ledger cards segregated for control purposes.

Class I includes accounts that have had no withdrawals for six months, no additions for more than three years; Class II, no withdrawals for six months, no additions for four to five years; Class III, no withdrawals for six months, no additions for more than five years.

Thus one of the first indications that a part is becoming obsolete is low account activity.

As a spare part moves from a normal group through the slow-moving classifications, a formula of percentage write-downs is brought to bear upon the original full value.

RECLASSIFIED FROM	% WRITE-DOWN	NEW BOOK VALUE
Full Value to Class I	25%	75%
Full Value to Class II	55	45
Full Value to Class III	90.1	9.9
Class I to Class II	40	45
Class II to Class III	78	9.9

In addition to this, other factors enter into the figuring of dollar obsolescence in the Kaiser concept. For example, a part may be dollar obsolete 1) if a price decline has left the warehouse with parts that cost \$1 per unit when purchased, but now have a market value of 75 cents; 2) if technical progress has made a new part easier to install, longer lived, or less costly to maintain; or 3) if a change is pending in the machine itself or the function it performs.

This system has taught Kaiser purchasing agents not to buy for a price break except in certain low-value items. Kaiser studies show that for each spare part there is an economic number of times to order each year and a definite number of items to stock. Violate the formula, the company believes, and you risk overstocking. Thus warehousing of unnecessary parts is effectively prevented by constant attention to the activity and balances in every account. Total current value of the spare parts inventory, adjusted for dollar obsolescence, is available at any time.

Obviously no accounting system, no matter how elaborately detailed, can function effectively without men to implement it.

(Continued next page)

REQUEST FOR PURCHASE				P.O. No.
Department		Facility, Unit or Machine		
Material to be stored in Warehouse		YES <input type="checkbox"/>	NO <input type="checkbox"/>	For Work On (Fitted in by Shop)
ITEM	QUANTITY	Do Not Fill In This Column	Full Description of Material to be Purchased or Work	
1				
2				
3				
ITEM		1		
Why is this item being ordered?				
To what extent would disposition be delayed if item was not on hand?				
What is approximate life of ordered material?				
Is part used anywhere else in plant? If so, what locations?				
Does item replace material now on stock? If so what material?				
If answer is yes what disposition should be made of present stock?				
Account No.		Info Furnished By	Date	
Last Previous P.O. No.		Dwgs Checked By	Date	
PURCHASING				

REQUEST FOR MATERIAL INFORMATION ON ESTABLISHED WAREHOUSE STOCK ITEMS					
To	Department				
STOCK NO.	BALANCE ON HAND	WTR.	ORDER LIMIT	REF. NO.	P. O. COPY
DESCRIPTION:			COMPANY DRAWING & NO.		MACHINE PART USED ON
O					
Should Item Be Reordered for Stock? Will Old Part Be Repaired and Returned to Stock? Is Above Description and Attached Blueprint of Item Correct? Furnish Required Specifications on Attached Print. If Assembly, Be Sure All Component Parts & Mark Nos. Are Listed Will Present Usage Remain About The Same? Will a Cast <input type="checkbox"/> or Fabricated <input type="checkbox"/> Part Give Best Service? Are Any Engineering Changes Pending? Should Item Be Certified For Repetitive Purchase? Does Present Item Give Satisfactory Service? If Material Is Obsolete, Please Suggest Disposition of Balance On Hand.					
YES NO REMARKS					
Information Furnished By Date / / Drawings Checked By Date / / General Maintenance Approval By Date / /					

Answers to questions at bottom left of both the Request for Purchase form and the Request for Material Information form uncover potential obsolescence before the purchase is made.

At this point, interdepartmental teamwork and two unusual forms provide the backstopping needed.

Weekly meetings serve as a clearing house for ideas from the stock-room, maintenance and engineering departments.

For example, an engineer may present details of a technical process change; a maintenance superintendent may introduce a shortcut; or the retirement of an old-style machine and the purchase of a new model may be announced. Any of these changes could render one or more spare parts obsolete, thus affecting inventory value.

The two forms (see samples) are the "Request for Purchase" form (RFP), and the "Request for Material Information" form (RMI). They serve as tools to pull in vital facts from all corners of the Kaiser plant.

When a shop man wants a spare part he must fill in a RFP form. Designed to detect possible obsolescence, both present and future, the RFP form asks, among other things:

Why is the item being ordered?

What is the approximate life of the ordered material?

Obviously, in answer to the first question Kaiser is not looking for

the reply "because machine #456 needs a new bearing." If a bearing is the part involved, Kaiser wants to know if anything is wrong with the bearing's design or durability.

The question: "What is the approximate life of ordered material?" is designed to anticipate obsolescence and prevent overstocking.

Suppose the maintenance man says the part's use-history indicates a one-month life span. He orders a dozen parts, enough to last one year.

Right here is where the Request for Material Information form (RMI) comes into play. These forms are filled out by men in the engineering department.

Key RMI form questions are:

Should this item be reordered for stock?

Are any engineering changes pending?

Does present item give satisfactory service?

Each RMI form pertains to one specific spare part. Thus when the RFP form comes in from the shop, a quick cross-check is made. If no RMI form is on file for the spare part requested, one must be secured before the RFP form is approved. In the case of the mainte-

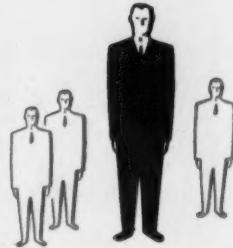
nance man ordering a one-year supply of a part, the cross-check to the RMI form may reveal that engineering has predicted that the machine itself will be outmoded by a new model within six months.

Obviously if the original RFP form had gone through unchecked the warehouse would have found itself with an unnecessary six-months supply of the spare part in question. Six of the dozen parts ordered would have been obsolete the moment they entered the warehouse, and their cost would have been dollar obsolescence.

The RMI forms, therefore, are used 1) to gather information about any spare part, with special attention given to the slow-moving accounts and the high cost select items; 2) to corroborate a maintenance man's request for parts purchase and to provide a control on such purchases, and 3) to anticipate obsolescence.

With all the varied information gathered through the RFP and RMI questionnaires punched into tabulating cards, and with the weekly tallying and reclassification of spare part accounts, Kaiser is in a unique position to anticipate obsolescence and to do something constructive about it. m/m

PROFILE OF A NEW KIND OF MANAGER:



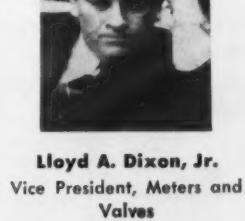
How Rockwell profits from diversified marketing

Diversification brings problems as well as advantages, particularly in the area of marketing. Rockwell Manufacturing Co. has found the real key to profits in the control of selling costs. How the company does it is described here as members of Rockwell's own top management answer the questions of MM's editors.

Willard F. Rockwell, Jr.
President



Lloyd A. Dixon, Sr.
Executive Vice President



Lloyd A. Dixon, Jr.
Vice President, Meters and
Valves



Frank P. Maxwell
Vice President, Power Tools

The facts

Diversified Rockwell Manufacturing Co. is the first to concede that diversification is no rutless road. To avoid the bogs, says President Willard F. Rockwell, Jr., diversification must be properly charted, then cautiously steered.

Rockwell's record contains unquestionable evidence that planned diversification unfolds a broad horizon of advantages that can be capitalized upon for profit. For example, in 1956, sales rose 38% over the preceding year, are up 83% since 1947.

But along with the potential for growth, Rockwell has found, diversification brings big problems.

"There is no denying the fact," says President Rockwell, "that diversification complicates and intensifies the management job."

It has been Rockwell's experience that the problems of diversification

manifest themselves in all phases of operation and management—administration, production, finance, and so on. But in no area are both the positive and negative forces of diversification as pronounced as in the area of sales.

"Lacking positive counter-control methods," reports one Rockwell official, "diversification could multiply our marketing costs. Particularly in these times when distribution costs often overshadow production costs, we consider creative marketing one of our biggest jobs."

Rockwell's management stands pat on the thesis that everything begins with the salesman—including diversification planning—and works back to him.

"The trick with diversification," says President Rockwell, "is to try to neutralize the marketing handicaps

without neutralizing the marketing advantages."

That the company is successfully turning this trick is evident: despite high marketing costs, Rockwell earnings are currently at the rate of nearly 17% of sales, before taxes.

Last month, in MM's Profile of a New Kind of Manager, President Rockwell described many of

his company's operations under its program of planned diversification. Now, concluding the Rockwell story, Mr. Rockwell and other members of the company's top management team describe Rockwell's marketing methods under diversification—telling how these methods affect and are in turn affected by planned diversification.

Rockwell gives the answers

Q. *Many companies today find that their biggest problems are in the areas of marketing and distribution—selling and servicing a product after it has been developed and manufactured. Is this the case with Rockwell Manufacturing?*

Rockwell: Yes, definitely. Our selling cost is sometimes as much as one-third of our manufacturing cost. The high cost of distribution has forced us to become hypersales-minded in everything we do.

Q.: Is your problem especially different from that of other firms?

Rockwell: Diversification puts us in a special classification, but many other companies face a similar problem. We have three major product categories—meters, valves, power tools. They subdivide into 18 separate product lines and 125 individual products in 25,000 variations and sizes.

Q.: Diversification, then, has been costly to you from a marketing standpoint?

Rockwell: Not necessarily. Diversification can multiply your distribution costs in those cases where diversification is not well-conceived. It can also add to distribution costs in the absence of positive

controls, constantly being applied.

Q.: Would you go so far as saying that diversification has reduced your distribution costs?

Dixon Sr.: To some extent, yes. That's why we don't acquire many of the good companies available to us. It's not necessarily that we don't think we can make their product or make it at efficient cost. It's simply that we don't have *distribution* that's anywhere near compatible. One of our first criteria in acquiring a company is to make sure that we have basic sales knowledge within their present marketing framework. If this is the case, we're pretty sure we stand a



THESE FIGURES COMPLICATE

40%
3
18
125

increase in production capacity during past five years

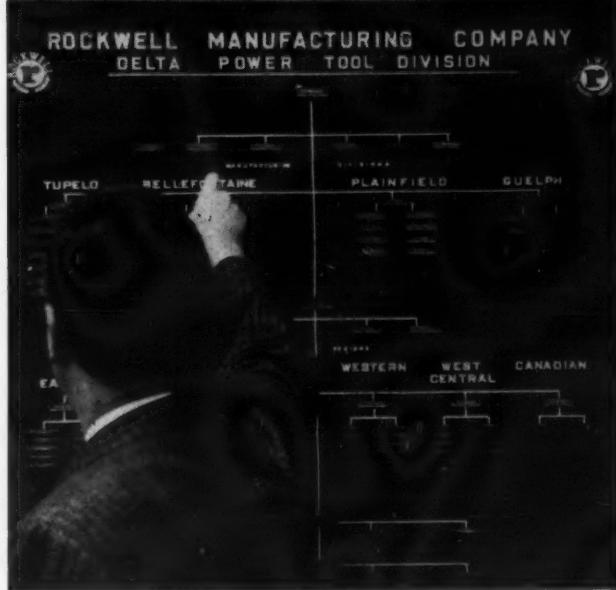
major categories of products (meters, valves, power tools)

separate product lines

individual products (25,000 product variations and sizes)

"Not only are our sales forces separate, but in many cases they are competitive."

Maxwell



chance of continuing and perhaps improving their profitable operations—which allows us to improve our return on investment.

Q.: By terminating the acquired company's sales force?

Dixon Sr.: Not at all—especially not if they've got a good one. Our taking over a smaller company can be beneficial to the sales organization because we often give them a broader product line to sell. Their opportunities for making more money are increased on the basis of a bigger potential, if for no other reason. On the other hand, we move as fast as possible in cutting sales overhead—by consolidating re-

gional and district sales offices, by integrating sales training programs—and I might say sales training is very important to us—by consolidating advertising and promotion, to name a few specific areas.

Q.: If diversification isn't responsible for your high marketing costs, what is?

Dixon Jr.: First, I think there should be more clarification of what you mean by our "high marketing costs." They're high because everybody's marketing costs are high. In our own business, the high cost of distribution is largely attributable to the increased sales coverage and service expected of us.

Q.: By sales coverage, do you mean more men?

Dixon Jr.: To some extent, yes. Catalogue sales and the "once a year" call just aren't a part of our sales picture. Our men concentrate on specific accounts, providing as much service as possible and offering technical advice when needed.

Q.: What constitutes this service item in your company?

Dixon Jr.: To sell meters and valves, we've got to have the right product on hand at the right place at the right time—assuming that quality and price are right—or we might not get the order. This

ROCKWELL'S SELLING JOB

21 plants in 14 states (1 in Canada)

15 foreign licensees making Rockwell products

80 foreign countries with Rockwell sales representatives

29 different markets (17,000 customers)—gas, petroleum, chemical and other industries; city governments and utilities; schools; wholesale and retail outlets—and many others.



The OFFICE-ette[†] complete



Arnot FLEXIBILITY UNLIMITED!

Arnot Steel PARTITION-ettes in 39, 54 and 68" heights.



Write for full-color brochure showcasing Arnot components and new booklet entitled "A New Way Of Life In The Office".



Arnot executive components - steel or wood

Outfit the whole office, from executive suite to henpen, with always-in-stock Arnot furniture and partitioning components.

Order rectangular desks, L-desks, desks at typing height, desks for the two- or three-worker team, credenzas, conference tables—anything you want or need—PLUS PARTITION-ettes^{††}!

Everything Arnot comes in either STEEL or WOOD.

PARTITION-ettes in four heights (all the way up to 86") and 11 widths. And, make office changes without fuss, thanks to Arnot flexibility.

Arnot's new 86" PARTITION-ette



ARNOT-JAMESTOWN DIVISION
Aetna Steel Products Corporation
Jamestown, New York

Gentlemen: Dept. MM 47

I'd like to know more about the Arnot furniture components and PARTITION-ettes and receive literature.

NAME _____ TITLE _____

FIRM NAME _____

ADDRESS _____

CITY _____ ZONE _____ STATE _____

(Circle number 137 for more information)

*Pat. Pending. [†]Trade Mark
^{††}Licensed under DuPont Patent

"Every company has trouble finding good people. I like to think we might have less trouble than others."

Rockwell



means plant and field warehouse inventories. There's also the problem of having repair facilities, and maintaining stocks of replacement parts.

Q. Well, what does Rockwell do to control its marketing costs without cutting down on service or stifling the initiative that brings about increased sales?

Maxwell: Our approach to controlling marketing costs in the Power Tool Divisions is fairly typical of the over-all approach, I think. The basis of our control is a good cost reporting system. Sales information gets to our top management people—all of whom have direct re-

sponsibility for sales—our president, executive vice president and divisional vice presidents like myself. In 1956, I spent 62 days visiting franchised dealers, distributors and our own regional and district sales people. We made lots of changes in our sales organizational structure and we'll undoubtedly make more. We're never happy about holding the line on sales costs; we're always looking for—and finding—ways to cut down.

Q. How big is your sales organization?

Maxwell: In the Power Tool Divisions, consisting of Delta and Walker-Turner, which are separate operations from a distribution standpoint, we have a lineup that reads like this: An internal sales staff, including an advertising and sales promotion department, six regional managers and 54 district sales managers who call on 1,700 franchised dealers, plus 150 wholesalers. Most of our franchised dealers handle our heavy tools for the industrial market and many of them handle our Homecraft line as well. Our jobbers, in the main, are hardware wholesalers who handle our Homecraft line for redistribution to hardware retailers.

Q. Walker-Turner's sales force is separate?

Maxwell: Not only separate but

actually competitive as far as distribution is concerned. They have 24 regional sales people who serve 602 franchised dealers.

Q. What about meters and valves?

Dixon Jr.: Our division places considerable emphasis on direct selling to the user. We have six regional offices, 15 fully-staffed district offices and four branch offices. Working out of these offices are 162 sales engineers whose principal job is calling on customers. Also, we have our sales staff here at headquarters. Our field men call on them as consultants for specific problems. In addition, we have 126 distributors engaged primarily in the sale of lubricated plug valves.

Q. Does this group handle all of your meter and valve sales?

Rockwell: No. Our wholly-owned subsidiary, Edward Valves, Inc., in East Chicago, Ind., has its own marketing program because its markets are different. Whereas our big customers for lubricated plug valves are in gas, oil, chemical processing and like industries, Edward's high temperature, high pressure line of valves is sold predominantly to electric utilities. The markets are entirely different and so are the selling problems.

(Continued on page 98)

"For us, sales training never stops."

Dixon Jr.





"One thing we don't do is make 'pie-in-the-sky' offers to engineers."

Dixon Sr.

Q. **Do you have any trouble finding good sales people?**

Rockwell: Every company I know has trouble finding good people for just about every job classification. I like to think we might have less than others. People are constantly coming in to see us about jobs. One of the reasons, I believe, is that we have leading positions in just about every field we're in. If we're not first, we're usually second—speaking from a volume standpoint.

Q.: Do you have trouble keeping men after they've been hired?

Rockwell: Again, I like to think our record is better than the average. Particularly so with competent young people. I think the reason for this is simple: Basically, we're a young man's company. Lloyd Dixon Jr. is 36; Pete Max-

well, 42; I'm 43. I can point out 20 others in responsible spots in this company who're in their 30's or early 40's. We demonstrate rather forcibly that age won't hold a young man down at Rockwell. That's not the case in all companies.

Q.: You say you need engineers in many of your sales jobs.

Dixon Sr.: In power tool sales, generally speaking, no. But many of our top people—like regional managers or product specialists—are engineers. In meter and valve sales, it's a different story. We need engineers or men who've had plant operating experience in the industries which use our products.

Q.: How do you get engineers today?

Dixon Sr.: One thing we don't do is make "pie-in-the-sky" offers like the ones you see every day in the classified advertising columns. We maintain contact with engineering schools and we get quite a few applications from people who are looking for a future. In spite of shortages of engineers, we're selective about who we take on. We want it to be for the long pull—we're not interested in being a

party to a deal where a man comes to us at a salary gain of \$100 a month and then moves on to another place three months later because he can get another quick gain.

Q. **You said that sales training is very important to you. Just how big a part does it play in your marketing program?**

Dixon Jr.: The training job never stops when you are selling products that move as fast as ours technologically. One reason meter and valve training is so complex is that sales and services are so closely akin. Our sales engineers must know the answers to most, and preferably all, the customers' questions about our products and their operations.

Q.: What do you do about giving new men the knowledge they need at reasonable cost?

Dixon Jr.: We've met this problem head-on with a three-month sales training course for new men in which every hour of their work is

(Continued on page 98)



"Sales information gets to our top management people—all of whom have direct responsibility for sales."

Maxwell

The new Comptometer Commander

"Makes Dictation Easy as Talking
to an Old Friend"



All controls are in the
palm of your hand...
with UNIMATIC
REMOTE CONTROL
MICROPHONE



- Dictate
- Listen
- Unlimited Review
- Erase unwanted words
- Mark end of letter... electronically
- Use same machine for dictation, transcription
- Lifetime belt—never wears out

Try it FREE in your office

Through electronic magic the portable Comptometer COMMANDER puts perfect letters on your desk in half the time, because it automatically erases unwanted words and phrases as you dictate your message. You hand your secretary perfect dictation every time. Yet, dictation is as easy as talking to an old friend because ALL controls are in the palm of your hand.

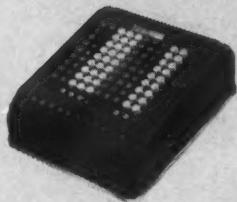
The same machine serves as a transcriber...it's as easy to transcribe as to listen, because, with perfect dictation,

there's no need for time-wasting, error-breeding pre-editing. Best of all, the Comptometer COMMANDER actually pays for itself over and over. The mailable Lifetime guaranteed Erase-O-Matic belt wipes clean, electronically, in a second, ready for re-use thousands of times. No recurring cost for belts, discs, or cylinders.

Learn how easy dictation can be—how anyone can turn out a far greater volume of perfect letters easier, faster! Want proof? Mail the coupon!

Comptometer — BETTER PRODUCTS

TO BETTER BUSINESS



COMPTOMETER—World's fastest way
to figure. Try it FREE on your work in
your office. Use coupon.



Comptometer COMPTOGRAPH "202"
—No lost hand motion. More fine fea-
tures than any other 10-key machine.
Try it FREE—use coupon.

Felt & Tarrant Mfg. Co.
1712 N. Paulina St., Chicago 22, Ill.
In Canada: Canadian Comptometer, Ltd.
501 Yonge St., Toronto 5, Canada

- Arrange a FREE office trial for me on:
 Send me literature on:
 Comptometer COMMANDER
 COMPTOMETER Adding-calculating Machine
 Comptometer COMPTOGRAPH "202"

Name _____
Firm _____
Address _____
City _____ Zone _____ State _____

There are dozens of general magazines
read by executives:

Life, Post, Readers Digest, Look, Time, Newsweek



There are others edited for their
broad business interests:

*U. S. News, Business Week,
Nations Business, Fortune*



And many more for specific news in specific fields:

*Retailing, Steel, Mill and Factory,
Journal of Accountancy, Chemical Processing*



But only MANAGEMENT METHODS serves the
business executive specifically in terms of
his problems as a General Administrator. That's why
more and more producers of goods and services are finding it
pays to advertise in MANAGEMENT METHODS —

The Magazine of Administrative Management



thought starters

Thought Starters deal with "practical solutions to administrative problems." The editor invites contributions—which are paid for at our normal space rates.

UNIONS

Weekly newsletter to cover white collar unionization

Latest developments behind the drive to organize white collar workers will be covered in a weekly newsletter, *The White Collar Report*, according to a recent announcement by The Bureau of National Affairs, Inc. Union activities, labor-management relations, important bargaining issues, union and management strategy, court and labor board decisions, arbitrators' rulings, federal and state legislations, economic data and wage regulations as they affect clerical, professional, scientific and technical workers will be regularly covered. A section of the report will cover labor agreement contracts in this field.

For more information, circle number 230 on the Reader Service Card.

BUSINESS ABROAD

Foreign tour planned for young executives

A switch on the culturally oriented grand tour of Europe, a 51-day "inside look" at European business and industry is now being planned for young executives and management trainees.

The trip begins June 15 and will include ship-board seminars as well as participation in an international management conference in Paris.

Those taking part will travel by motor-coach through England, France, Holland, Germany and Italy. Visits have been arranged to plants containing some of the most modern machinery, systems and procedures. Emphasis will be given to study of new markets for American products, and new items for the U. S. market.

Sponsoring the tour is the Council for International Progress in

Management, U. S. affiliate of the Comité International de l'Organisation Scientifique, which holds its Eleventh International Congress of Scientific Management in Paris June 24-28. Directing the tour is Jerome Mayer, management and training consultant.

Multi-lingual guides will accompany the touring Americans. Some social events, such as a visit to a Paris ballet, will supplement the working program.

For more information, circle number 232 on the Reader Service Card.

PERSONNEL

Lighting needs related to age

Middle aged employees need twice as much light to see and work properly as do younger people.

This finding comes from research conducted by General Electric Co. Outcome of the research points to the fact that low production, poor quality and low morale among older workers may often be related to the amount and quality of light provided.

The findings take on added significance in view of Census figures showing an increasing ratio of plant and office workers in the 45 to 64 years age group.

Says GE: a large 25-year club in a company or a majority of employees in the middle age bracket is a sign that a careful study of the lighting system is in order.

RECRUITING

Direct mail service to engineering seniors

Engineer recruiters can now get an individually-addressed letter directly into the hands of selected college graduates by availing themselves of a new service. For a spe-

in they go for
SAFE TRAVEL
Built-In POCKET
carries I.D.P. Tape
as part of your
LITHOSTRIP
or **LITHOSSET**
POCKET FORM

Smart? You bet! Simple? Take a look! Perfect transportation keeps your important I.D.P. tape safe and permanently identified in the "mother form" unit.

PREVENT lost, mis-filed or damaged tapes.
SAVE costly filing and finding time.

We'll make the pocket fit I.D.P. TAPE or PUNCHED CARDS . . . on the back of any copy in your Continuous or Unit Form sets.
FREE POCKET FORM SAMPLES ON REQUEST.

We engineer many types of office forms. CONSULT US.

AMERICAN
Lithofold Corporation
500 BITTNER ST. ST. LOUIS 15 MO.

(Circle number 139 for more information)

ARE YOU A
Good Gambler?

Are your vital business records protected from fire? Do you know that 43 out of 100 firms losing their records in a fire never reopen? Unless your answers are yes, you're not a good gambler. Business men who play it safe keep their important records in an "A" label safe. And there is no safer safe in the whole wide world than a Meilink "A" label safe. At your Meilink dealer or write to Meilink Steel Safe Company, Oakwood and Clinton, Toledo 6, Ohio.

with **MEILINK** since 1899
its for keeps
Most complete line of safes and insulated products

(Circle number 140 for more information)

Now you can

DICTATE ANYWHERE

World's *only* compatible*
BATTERY-POWERED
DICTATION PORTABLE

Also works on Car, Office
& Home Current

BOOK-SIZE
4½ lbs . . . Full-
Performance . . . All-
Transistor . . . Close-
talking microphone guar-
antees message privacy.



Re-use Peirce belts end-
lessly, or file permanently
—message cannot distort.

Complete, error-free performance

Your voice alone wipes out
error and inserts corrections;
instant playback, full
review at any point; end-
of-letter marking.

***Compatible—Uses same
type belt as office units**
Belts received from field
are transcribed on standard
office units . . . a *one-step*
operation that requires no
additional purchases.

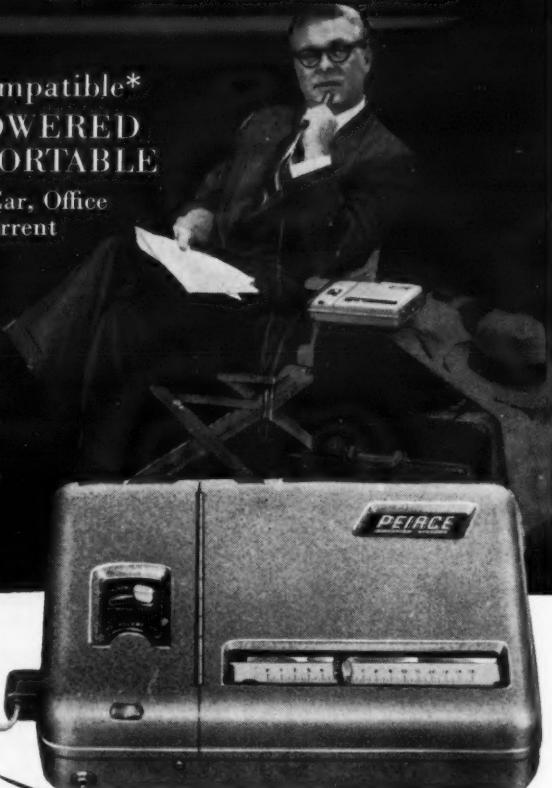
Manufacturer of World's Most
Complete Dictation Service

Individual
Dictation

Network,
Microphone
Telephone,
PBX

Exclusive
Automatic
Selection

(Circle number 141 for more information)



PEIRCE

portable

Here, for Men On-the-Go, is the world's *only* dictation machine that works ANYWHERE. Thoroughly complete! Remarkably simple! This rugged travel companion gets your thoughts into action WHEREVER YOU ARE with swift new convenience . . . superb voice clarity! Works from a carrying case, too—easy as snapping a picture. Dictation belts mail in ANY envelope.

Inquire into this *never-before* opportunity to give *rightnow* attention to reports, correspondence, and ideas. DICTATE ANYWHERE—bring new value to travel.

PEIRCE...the name that dictates progress

PEIRCE DICTATION SYSTEMS, INC.
5902 Northwest Highway • Chicago, Illinois
Send literature on the new Peirce "Portable".

Name _____

Company _____

Address _____

City _____ State _____

specific cost, a direct mailing from its lists will be made by Decision, Inc., of Cincinnati, to pinpointed seniors according to the college of your choice, and further by state or city where the graduates live. This further refinement recognizes the greater chance industry has of securing students in the immediate locale of its offices and plants.

Use of the service lowers overall cost in a recruiting program, say the developers, who note also the benefit of eliminating time-scheduling problems. Accuracy of Decision's list is upheld by a full refund on every undelivered piece of mail.

For more information, circle number 249 on the Reader Service Card.

OFFICE DESIGN

New lighting system allows flexible design

"Sylva-Lume," a new wall-to-wall fluorescent ceiling lighting system, includes a wide variety of interchangeable design components. It thus permits a flexible, artistic approach—rather than a strictly engineering approach—to lighting.

By the selection and combination of variously designed and col-



ored components, an unlimited range of custom-designed lighting arrangements can be achieved. Ceiling design can be directly integrated with over-all room or building design and decor.

The manufacturer, Sylvania Electric, reports that the system is economical to install, maintain, operate and alter. Cost is said to be \$2 or \$3 per square foot for a complete ceiling. Once the system is installed, either minor or major alterations in design and color scheme can be made quickly by simply re-arranging or changing the light shields.

The system was developed by Sylvania in collaboration with the industrial design company of Peter Muller-Munk Associates. Key components are acoustically treated to provide noise control.

For more information, circle number 233 on the Reader Service Card.

COMMUNICATION

Take the message to the man with TV

With new equipment, more facilities and better techniques, closed circuit television is solving new problems for business firms and other organizations. Sales conventions, training programs and pep talks for distributors are among the prime uses. The cost saving comes from carrying the message to the man, rather than transporting the man to the message.

An example of the extent to which closed circuit TV can be used was last month's conference of the American Society of Tool Engineers. Emanating from Houston, Texas, an hour long conference program was fed simultaneously to 143 ASTE chapters in as many cities throughout the United States and in Canada.

According to American Telephone and Telegraph Co., this was the largest closed circuit TV broadcast ever attempted.

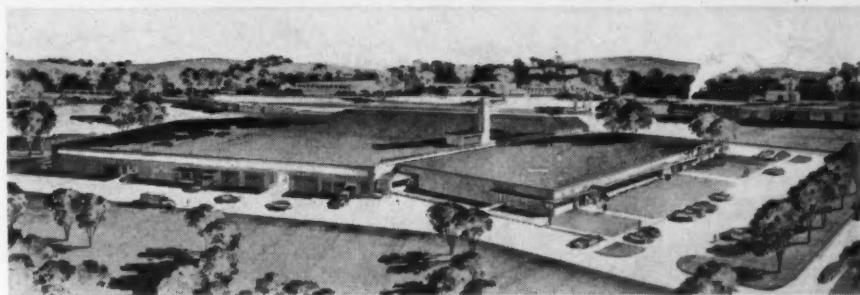
EDUCATION

New approach used to gain future scientists

Taking a long view of the engineering shortage, a group of manufacturers in Lancaster, Pa., is doing what it can now to encourage qualified high school students to enter technical fields. For the third consecutive year, the Manufacturers Association of Lancaster County has put on a day-long Science and Engineering Seminar for high school students in Lancaster and surrounding counties. Some 800 selected students in the four upper grades took part in this year's hour and a half program.

Seminar leaders demonstrated the importance of science and en-

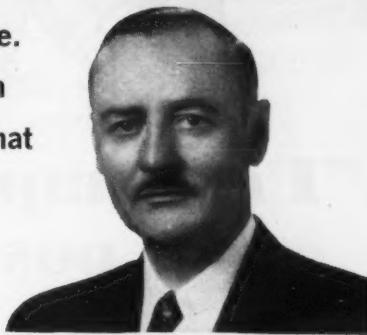
HOW XEROGRAPHY cuts duplicating costs and speeds paperwork for SIDLES COMPANY, OMAHA, NEBRASKA



Saves \$2,500 a year on plates alone.

Saves 75% of time formerly used in copying operations... Paperwork that took 2 days now takes 10 minutes, using xerography!

HARRY B. SIDLES, President



Sidles Company, with 250 employees in its Omaha plant and 250 in 33 branches in Nebraska, Iowa and Kansas, maintains a perpetual inventory of 100,000 different items, including automotive parts, appliances and air conditioning components. In addition to the company's branches, it does business with 10,000 dealers. Harry B. Sidles, President, is enthusiastic about the ways in which xerography has speeded paperwork and reduced duplicating costs.

500 Copies Each of 27 Pages in 4 Hours: "A typical example of how valuable xerography is to us can be pointed up by the matter of the excise tax on tires.

Naturally, if this information is not distributed immediately to the field—neither the sales-

man, nor the branches can properly quote to a customer. When a change occurs—and we have had them as late as 2:30 in the afternoon—we make our revised 27 page lists—have them ready by 5:00 P.M.—and, using masters prepared by xerography, have multiple copies in the mail by 6:00 P.M.!"

"But efficiency, speed of operation, and reduction of duplicating costs are not the only advantages we have gained from the equipment," stated Mrs. Thelma D. Moore, Manager of the Production Department, "basically it saves the Sidles Company thousands of dollars a year having new prices listed the same day they are quoted and the lists out that same night. It is xerography which makes this rapid operation possible."



The fastest, cheapest, most versatile way to make masters for duplicating

Anything written, printed, typed or drawn can be quickly copied by xerography onto masters for duplicating. Copies in the same, enlarged, or reduced size can be made from one or both sides of the original material, by this dry, photo-exact, electrostatic copying process. New developments make xerography the one, all-purpose, fast and economical process for copying onto different types of masters for duplicating.

WRITE for proof-of-performance folders showing how xerography is saving time and thousands of dollars for companies of all kinds, large and small.

THE HALOID COMPANY
57-52X Haloid Street, Rochester 3, N. Y.
Branch offices in principal U. S. cities and Toronto

(Circle number 142 for more information)

HALOID
XEROX®



"I'm tempted to get a postage meter!"

Miss Gottlebee is away this week. (Mumps!) But the mail must go out. J. P. Grieving, Branch Manager, has been licking and sticking stamps and envelope flaps all afternoon... So now we have another hot prospect for a DM, the desk model postage meter...

Today, any office—even the smallest branch—can afford the convenience and control of a postage meter. One DM user in 3 spends less than \$1 a day for postage.

Thanks to the handy little, low-cost



PITNEY-BOWES Postage Meter

Offices in 101 cities
in the U. S. and Canada

PITNEY-BOWES, INC.
4518 Pacific Street
Stamford, Conn.

Send free booklet, Postal Rate Chart to:

Name _____

Address _____



(Circle number 143 for more information)

engineering in industry today by tracing the development of a new product. Skits, short movies and slide films were interspersed between demonstrations and discussions to add excitement and interest. Using these methods, the students were shown how a product goes from pure to applied research to production and finally to sales.

The students learned what scientists and engineers actually do in industry, why technical people are in short supply, and what they can do to prepare for college study in technical fields.

TRAINING

Fluorescent chalk permits notes in the dark

A new training aid is a fluorescent chalk for blackboard notes made in the dark during slide or movie presentations.

The chalk permits a meeting leader to visually present his points during a film showing, rather than waiting until the lights go on. By combining the usual two-step process, audience interest and information retention can be upped as much as 70%, according to tests conducted at leading universities. The fluorescent chalk itself serves as an interest-getter.

Using black light, fluorescent chalk drawings are easily seen, even from the back of the room.

For more information, circle number 250 on the Reader Service Card.

NEW LITERATURE

New health programs reduce absenteeism costs

Of industry's estimated \$10 billion annual loss due to absenteeism, almost 95% is attributed to a broad range of emotional and physical illnesses. This fact opens up to managers a wide new field of effective cost reduction. The technique: a comprehensive industrial health program geared to cut down absenteeism.

How management can best make use of this new tool is explained in a brochure published by the Occupational Health Institute.

For a free copy circle number 251 on the Reader Service Card.

by
new
and
be-
cus-
inter-
stu-
duct
arch
ales.
sci-
o in
are
can
y in

's

es-
tes

or

ing

ents

an

By

oc-

ma-

as

sts

es.

es

nt

n,

d.

l-

e-

a-

s-

o-

f-

al

in

c-

e

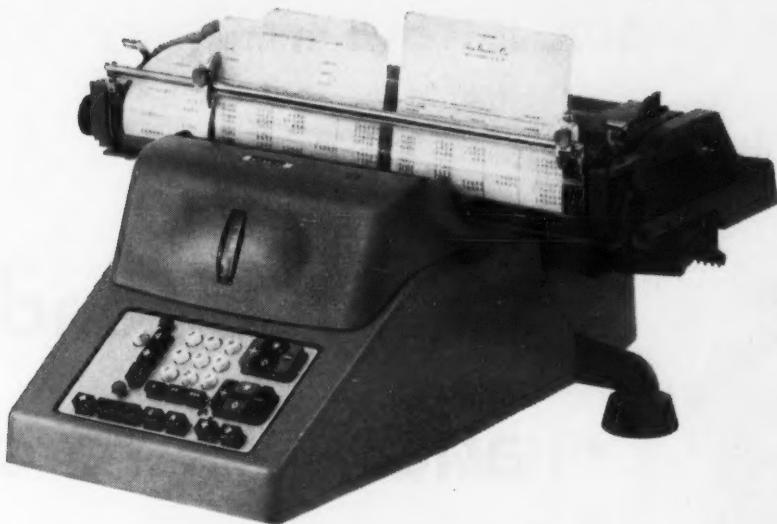
n

-

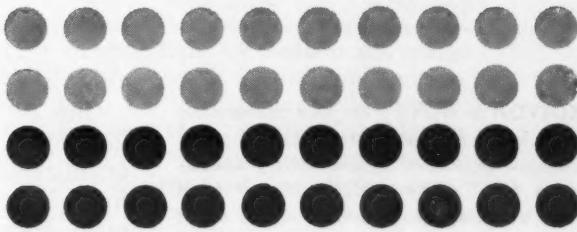
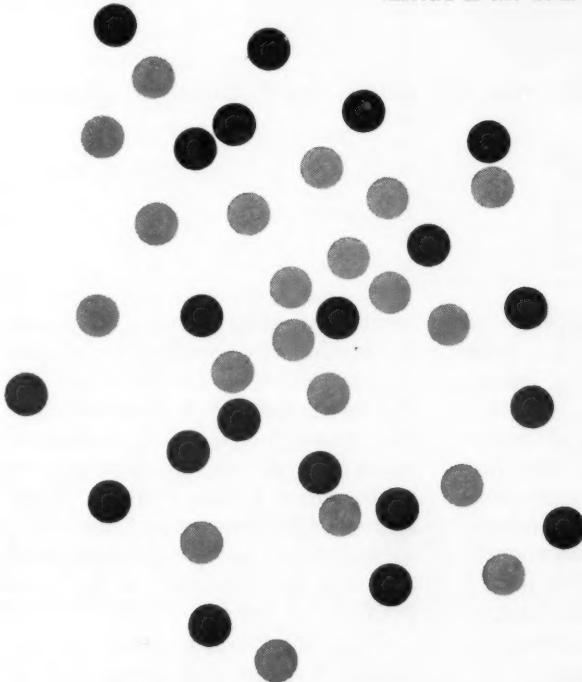
!

!

6



The Olivetti Audit 202 offers a simple way to perform a wide range of accounting tasks. Its unusually versatile control unit can hold 4 distinct accounting programs (say, accounts receivable, accounts payable, payroll, and stock record), each instantly available at the touch of a lever. Completely automatic, this high-speed dual-register machine requires no specialized operator. It provides many features usually found only in higher-priced machines. The guarantee period is one year, instead of the usual 90 days.



Do you also know Olivetti's four other accounting and bookkeeping machines? Or Olivetti's single and double register printing calculators? Electric, standard and portable typewriters? Hand, electric and duplex adding machines? Remarkably efficient and dependable, they require a minimum of maintenance; service and spare parts are quickly available through dealers in 48 states, and through branch offices in New York, Chicago and San Francisco. Olivetti Corporation of America, 580 Fifth Avenue, New York 36, New York

(Circle number 144 for more information)

Are you ready, willing and able to delegate?

You can't simply decide to start delegating, and then just do it. Successful delegating calls for the right state of mind — and planning. Properly handled, delegating adds hours to your day, years to your life and profit to your company's till. Here's a master plan that will help you get more done through others.

EDITOR'S NOTE: In our November 1956 issue appeared an article by Dr. Donald A. Laird titled "Why executives fail." The article proved that lack of delegating ability is the chief cause of failure among men who have climbed to the executive ranks. It went on to show how both individuals and companies suffer when sound delegating practices are forgotten. The unusually heavy response to "Why executives fail" made it clear that Dr. Laird had touched a raw nerve. So we asked him to write further on the subject. Following is the first installment in his three-article series detailing the methods you can use to become a more successful delegator.

If you are a standing member of the bulging briefcase brigade, you're not only ready to start delegating—you'd better. Your health and efficiency may be at stake, to say nothing of your business.

One of the prime purposes of delegating is to strengthen your organization by developing executive replacements. This frightens many bosses into a state of creeping unreadiness in which they forget that without trained successors they can't be promoted themselves.

Some beg the question by merely assigning unpleasant, dull or meaningless chores, rather than delegating jobs which will increase an employee's usefulness.

Actually, you aren't ready and willing to delegate a task to a subordinate until you feel you can trust him to:

- Plan his own strategy.
- Assume the necessary authority.
- Share the responsibility with you.

Delegating is largely a state of mind. It can't be handled automatically. For example, a depart-

ment head who decided to lessen his burdens by creating a detailed reorganization plan—patterned on one he read about at General Electric—was greeted with confusion when he presented his new organization chart to his workers. They were totally unprepared for delegation, didn't even understand that this was the objective of the proposal.

Often it's hazardous for an executive to start delegating just to make his job simpler. On the other hand, when his motivation is to strengthen the organization he's more likely to look for unused talents among his workers, and delegate accordingly.

Either way, it requires considerable self-discipline for an executive to pass along and maintain the freedom of action needed in delegating.

It also takes planning.

"Correlation" by STEEL AGE

by Dr. Donald A. Laird
Industrial Psychologist

"The Most Practical Desks We've Ever Owned!"



What they say about delegating

"I look on my job as choosing the right men -- but you don't always find out about a man until you give him a chance."

Henry Ford II

"One trick about management I learned early is to surround yourself with men who know more than you do, and listen to them."

Lammont du Pont

What goes into a "master plan" for delegating? Successful executives have found these steps essential:

1. Pinpoint functions to be delegated. Draw up a list of activities in your company or department and name the individuals to whom each job is (or should be) specifically delegated. This may reveal some gaps which have been

WE'RE still waiting for someone to come up with a desk problem that can't be solved with Steel Age *Correlation* Desks! What are *your* special desk needs? A spacious extended-top model for an executive? Or perhaps the space-saving single-pedestal model shown in the group above, which occupies only 45" x 30" of floor area. *Correlation* offers both . . . as well as dozens of other job-tailored styles.

But wait! *Correlation's* real versatility is wrapped up in its completely *modular* design. Desks can be combined with tables and companion pieces to create efficient work stations, like the one illustrated, in every office department.

The full-color brochure below suggests many *practical*, money-saving answers to your office-planning problems. Ask a Steel Age Dealer for a copy . . . or mail the coupon today!

The logo for Steel Age, consisting of the word "Steel" in a script font above the word "Age" in a bold, sans-serif font. A stylized graphic element resembling a key or a gear is positioned between the two words.

"The Quality Choice
of Modern Offices"

Branch Offices:

Atlanta • Boston • Chicago
Dallas • Detroit • New York
Oakland • Philadelphia • Seattle

Corry-Jamestown
Mfg. Corp.
Dept. C-4, Corry, Pa.

Please send me a free copy
of your full-color "Correlation" Desk Brochure.

Name _____

Company _____

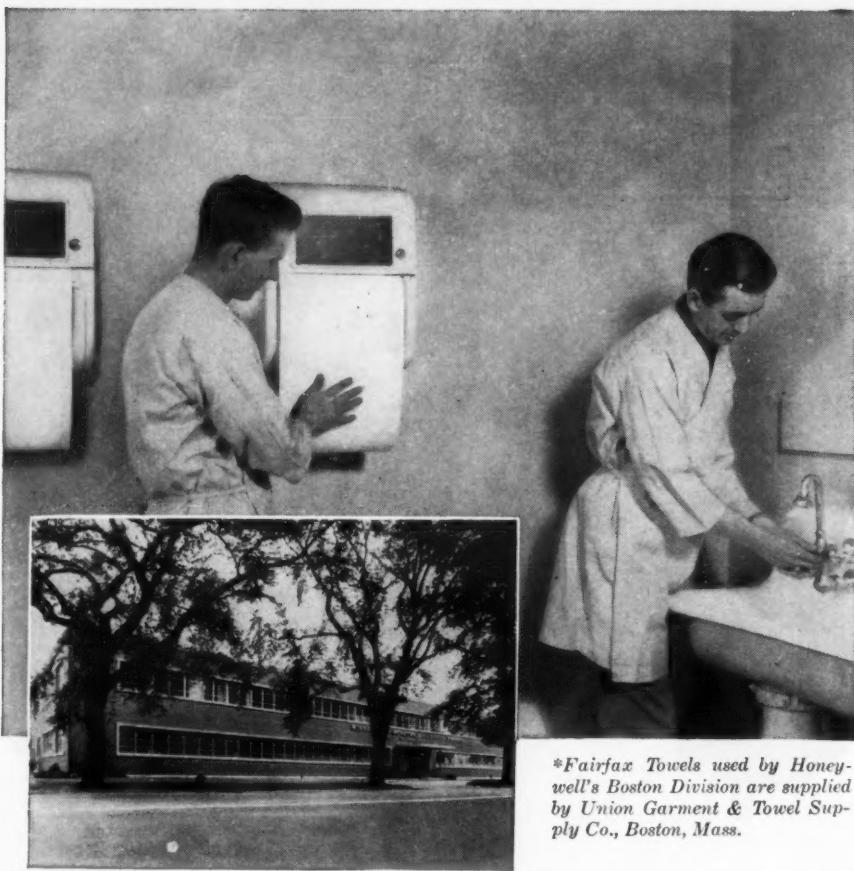
Street _____

City _____ State _____



(Circle number 145 for more information)

Minneapolis-Honeywell Division finds COTTON* measures up



*Fairfax Towels used by Honeywell's Boston Division are supplied by Union Garment & Towel Supply Co., Boston, Mass.

Gyrosopes, amplifiers, null indicators, accelerometers—these are some of the measurement and control devices made by the Boston Division of Minneapolis-Honeywell Regulator Company. With this type of production, plus five buildings and 800 employees to care for, management is quite precise and engineering-minded about everything, including the towels in their washrooms.

"More manageable maintenance" is the phrase used by Honeywell to describe the success it has enjoyed with continuous cotton toweling in plant and office washrooms. Neater surroundings, with less fuss, less waste space—these have been the specific, tangible benefits.

Can you use these advantages, plus reduced maintenance cost, reduced fire hazard, improved employee relations? Give the towel job to cotton in your plant, office building or institution. For free booklet on how cotton towel service will help you, write Fairfax, Dept. G-4, 65 Worth Street, New York 13, N.Y.

Here's How Linen Supply Works...

You buy nothing! Your linen supply dealer furnishes everything at low service cost—cabinets, pickup and delivery, automatic supply of freshly laundered towels and uniforms. Quantities can be increased or decreased on short notice. Just look up LINEN SUPPLY or TOWEL SUPPLY in your classified telephone book.

Clean Cotton Towels . . . Sure Sign of Good Management

Fairfax·Towels



WELLINGTON SEARS COMPANY, 65 WORTH STREET, NEW YORK 13, N.Y.

(Circle number 146 for more information)



filled by default, some other jobs dually delegated.

2. Define clearly the goal and scope of the delegation. The subordinate should be told, in unmistakable terms, not *how* to do the job, but what results are expected. The not uncommon "Go to Department X and make yourself useful" is a prime example of the wrong way to delegate.

3. Go slowly. Start with minor missions; the degree of delegating depends more on how much of a

HOW TO DELEGATE—without

A skillful delegator can delegate without losing control of the situation. The kind of delegating you do in part determines how much freedom you give your delegatee. Your own cautiousness may serve as one form of control. But all trial runs should also carry these *stated* limits, for the delegatee's sake as well as your own:

- Objective or goal he is to achieve
- Amount of money he may spend without further authorization
- Personnel to whom he may turn for assistance
- Orders he may issue, and to whom
- Disciplinary authority that accompanies the delegation
- Duration (if possible) of the delegation
- Progress reports he is expected to give

Once a responsibility has been delegated, checks are necessary to keep things from drifting. But, as David F. Edwards of Saco-Lowell Shops points out, controls should not be used to take away with one hand the freedom of decision and action that has been given with the other.

Controls should do more than show how the *subordinate* is faring; they should also reflect how well the *superior* is coaching his man.

There are four common types of controls:

1. Statistical reports from the boss to the delegate—on output, costs, turnover, sales, collections, power used, grievances, or whatever tangible records have a bearing on the goal. Such reports tell the

job you entrust than on the size of the project. Besides, leaders who dislike to share their responsibilities find it easier to relinquish them by degrees as they develop confidence in subordinates' judgments.

One good way to get started is to solicit employees' ideas on problems that arise in the normal course of work. Another is to throw back into their laps certain questions they bring to you.

These shouldn't be spur-of-the-

losing control

delegatee how he's doing, and whether he's missing the target.

Some executives tend to keep such figures secret, or reveal them only when things are going wrong. This is inconsiderate and bad business. The delegatee can't do his job properly if he's kept in the dark.

2. Delegatee's own reports on himself are useful even though they are often biased. Written or oral, such reports 1) remind the delegatee that his superior has not abdicated, 2) give the superior a means of sizing up his man's judgment and methods of both handling problems and expressing himself, and 3) provide strategic moments for the superior to coach his man without seeming to interfere.

3. Hearsay reports from other subordinates or departments have only limited value and must be handled with discretion. They do give some indication, however, of how your delegatee works with others. Even when biased or downright malicious, hearsay reports reflect the social atmosphere in which your delegatee is working. Caution: don't appear eager or blunt in seeking hearsay or you may stir up harmful rumors ("The boss seems to think that Frank isn't making good," or, "The boss was around today, Frank, snooping on you").

4. Unscheduled, informal contact with your delegates are perhaps the best kind of control of all. Visits on the job—not snooping or inspecting—can be useful for counseling, coaching, and encouragement.

Treasurers

HOW MANY OF THESE RISKS ARE YOU RUNNING?

For 57 years The Todd Company has been studying the methods and results of check criminals—forgers, counterfeitors, check raisers, payroll paddlers and the rest.

As a result of this continuing study we have learned many ways to prevent check crimes. It is often a shock to see that even in large, well-managed companies, some of the basic safeguards are lacking.

To put these safeguards in tangible form for those who are responsible for corporate bank accounts, The Todd Company has prepared a booklet outlining 44 ways to protect your company's bank account. It is a descriptive check-list of the best modern methods we know of, to keep your company safe from embezzlement, forgery, check counterfeiting, payroll hold-ups, payroll padding, and dozens of other dangers.

EXAMPLES:

Point 5. Do you fail to rotate duties in disbursement department?

Point 10. Do you neglect to have checks serially numbered by the supplier?

Point 13. Do you leave unused blank checks where they can be taken by unauthorized persons?

Point 24. Do executives, after signing checks, fail to make sure that they are not handled again by the same person who prepared them? Such carelessness often leads to diversion of funds into criminal channels.

For complete list of 44 ways to protect your company's bank account, write for valuable booklet "Disbursement Methods—their use and misuse." Write us today on your business letterhead.



THE TODD COMPANY, INC.

Subsidiary of BURROUGHS CORPORATION

ROCHESTER 3, NEW YORK

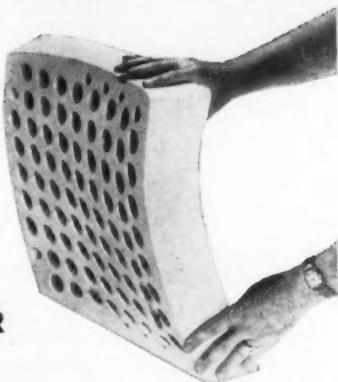
SALES OFFICES IN PRINCIPAL CITIES

(Circle number 147 for more information)

HERE'S WHAT WE MEAN BY

Harter Quality

**DEEP,
MOLDED
FOAM RUBBER**



The seat is the first point of comfort in a chair and in the Harter C-1500 you find that it is deep, molded foam rubber. Not just a thin sheet of rubber; not bonded scraps, but virgin foam rubber all the way through.



Harter C-1500
Executive Swivel Chair

The construction of the seat is indicative of the quality you'll find in every detail of this fine executive chair. Welded steel construction, durable finishes and distinguished upholsteries assure long-lived comfort and good looks. They are the important reasons why more men have found comfort in the C-1500 than in any other office chair. Matching side chairs are available. Write for name of your nearest Harter dealer.

Harter Corporation, 406 Prairie Street • Sturgis, Michigan
In Canada: Harter Metal Furniture, Ltd., Guelph, Ontario



HARTER
STURGIS, MICHIGAN
STEEL CHAIRS

Circle number 148 for more information

moment delegations, but the out-growth of a boss's conscious decision to seize the right opportunity.

4. Consider the effect on the group. Delegations should be planned to fit the characteristics and peculiarities of the group as well as the individual's ability to handle the task.

For instance, during a rush period a department manager delegated his secretary to follow through on inspection details for a government order. She was well qualified, but almost immediately morale and output dropped sharply among the crew of machinists with whom she worked. The men blamed increased rejects on closer inspection. Actually, they resented other crews' jibes about their "woman boss."

5. Create short-run delegations. This will help you to test more employees at a greater variety of tasks, with least risk. It gives the executive a chance to make accurate appraisals of individual capabilities.

6. Rotate delegations. The organization-motivated boss won't delegate only to the proven few, but will try to develop the group in depth by giving everyone a chance.

"Good management consists of showing average people how to do the work of superior people."

John D. Rockefeller, Sr.

"People like to use the full range of their abilities. It not only gives them sense of participation, but it also gives me more time to relax."

John T. Connor
President
Merck & Co.

out-decidedly...
the
be
istics
up as
y to
a per-
dele-
allow
for
well
ately
sharply
with
men
closer
anted
their

eg-
test
varia-
tives
e ac-
dual

The
won't
few,
oup
a

...
-

ODS

7. Re-delegate. This method should be used, not to pass the buck, but to develop second and third teams. General Electric's president declares that every executive should use re-delegation to set up a team 10 years younger than himself. In any growing business re-delegation is essential to insure a reserve of trained personnel to keep up with expansion.

8. Include the delegatee in your planning. It prepares him for the job, makes him feel he is sharing a common goal with you. Moreover, being closer to the firing line, he can offer sound advice on the project. For instance, a superintendent who decided to relieve a labor shortage by recruiting women delegated their placement and training to his foremen. Action was delayed, however, when one foreman called attention to the lack of washroom facilities for women. Everyone else had overlooked this.

9. Tailor delegations to minimize consequences of mistakes. Errors are necessary and inevitable in delegation. Handled properly, however, they enable subordinates to learn from their own experience. The nature of early missions should be such that a blunder doesn't become a catastrophe.

Quite often the so-called "mistake" is merely an action that the chief would not himself have taken. A vital part of the art of delegating consists of permitting different methods to be tried. The delegatee should not be frightened if he finds himself in disagreement with his boss over methods. As Lawrence A. Appley of the American Management Association told a group of executives, "You have to create a climate in which subordinates will not fear to bring ideas and information to you."

One way to insure this atmosphere for your delegating is to handle it in such a way that you have complete confidence in the people to whom you are delegating. You won't be at ease if you feel you've delegated too much, too soon to a person that you mistrust. m/m

A Modern Electric Duplicator at a Moderate Price!...



now Heyer offers push-button duplicating at little more than the price of some hand-operated machines

Heyer MODEL 76 *Mark II*
CONQUEROR
SPIRIT DUPLICATOR

\$299.50
Plus Tax

Every office duplicating job—bulletins, form letters, post cards, special office forms, etc.—can be produced much more easily and inexpensively on the new Model 76 Mark II automatic electric spirit duplicator. At the touch of a button, it prints 110 clear, crisp copies per minute (up to 8½ by 14 in. size), in 1 to 5 colors... at a fraction of a cent per copy. Its constant speed produces better and more uniform copies. Most important... there's no effort on the operator's part, for this new Conqueror runs without watching and even turns off automatically. You can pay much more if you wish, but the Model 76 offers all this... at a price that can't be matched!

More than 53 years of duplicating experience has enabled Heyer to add new engineering improvements to the Model 76 that make it feature for feature the biggest value in duplicating today. These features include Adjustable Pressure Control, Copy Positioner, re-settable Copy Counter, Built-in Tank with Visible Fluid Supply, Adjustable Fluid Control, and Paper Stackers. A brand-new Feed Drive Mechanism which works only in a forward motion eliminates the lurch found in old-fashioned reciprocal drives. Quiet Nylon Gears need no lubrication. The Model 76 conquers every duplicating job with speed, ease and neatness never before experienced.



Heyer MODEL 70 *Mark II* **CONQUEROR**

If a hand-operated duplicator fits your requirements, you can't find a better buy than the Model 70 Mark II Conqueror. Basically the same as the Model 76 except for electric drive and controls. Prints 110 copies per minute of anything typed, written or drawn. **\$195.00** Plus Tax



The HEYER Corporation

1850 South Kostner Avenue, Chicago 23, Illinois

Please send me your FREE 16 page booklet on Heyer Mark II Conqueror Duplicators containing useful information on spirit duplicating.

NAME _____ POSITION _____

COMPANY _____

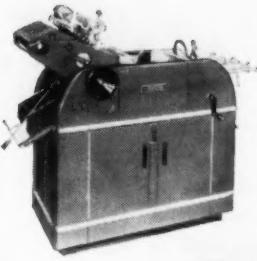
ADDRESS _____

CITY _____ STATE _____

4-57

(Circle number 149 for more information)

The acknowledged leader
... against which all other duplicators
are compared



Now 465 of 500

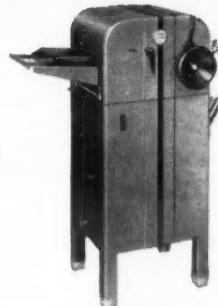
largest U. S. industrial corporations
(and tens of thousands of
smaller organizations)

ENDORSE MULTILITH® OFFSET

For writing and reproducing systems paperwork, office communications, business forms and promotional material only Multilith Offset offers:

- A background of many years of experience in offset duplicating.
- New features and ideas gathered from the offices of tens of thousands of users.
- The knowledge accumulated by thousands of Sales and Service Representatives in every corner of the world.

All this "know-how" is given fullest expression in the modern machines that comprise the series of MULTIGRAPH Multilith Offset DUPLICATORS.



Ask your nearby A-M office for a no-obligation demonstration. Addressograph-Multigraph Corporation, Cleveland 17, Ohio—Simplified Business Methods.*



Addressograph-Multigraph
PRODUCTION MACHINES FOR BUSINESS RECORDS*

© 1957 A-M Corporation

*Trade-Marks

SERVING SMALL BUSINESS — BIG BUSINESS — EVERY BUSINESS

(Circle number 150 for more information)

consensus

ELECTRONIC BRIEFS WORTH REPEATING

More small firms buying computers

Sales Manager Gilbert E. Jones, of IBM's Data Processing Division, says there is a significant fact behind orders for the firm's RAMAC electronic accounting machines: the majority of orders have been placed by medium-sized companies, rather than the giants.

Introduced only five months ago, this equipment, designed primarily for smaller firms, now enjoys an ordering rate many times that of any other electronic data processing unit in the industry's history. As IBM notes, there seems to be little question that electronic equipment is moving into a new era in which more and more businesses of the small to medium class are going to participate. Current orders for RAMAC units are being received from wholesalers in the grocery field, hardware businesses, meat packers, airlines, department stores and food chains.

NCR designing computer

National Cash Register Co. is at work on a prototype model of a new electronic data processing system, designated the NCR 304. The system is designed on the basis of a two-year study the company has conducted to determine the recordkeeping requirements of major types of businesses.

First production model of the all transistor system is scheduled for delivery in two years. It will provide auto-

matic accounting, auditing, recordkeeping functions in one continuous operation.

National Cash has awarded General Electric a contract to develop and produce many key elements of the system. National Cash will construct the system's electro-mechanical parts and will market and service the system. GE's Computer Department in Phoenix, Ariz., is responsible for engineering and producing the electronic computing elements.

The NCR 304 consists of a central electronic computer, magnetic-tape memory units, media converters and various high-speed input and output equipment.

Accessory equipment for the NCR 304, such as high-speed paper tape and punched card readers and printers, have been designed and will be produced.

Seminars detail Elecom 125

Underwood Corp. is conducting a series of seminars designed to acquaint middle and top management with the potentialities of its new medium-scale electronic computer, Elecom 125.

Two and a half day sessions, under the supervision of Underwood's Electronic Computer Division training staff, have already been held in New York, Washington, Toronto, Los Angeles, Denver, Houston and Chicago, and additional meetings are scheduled in Atlanta, April 24-26; and New York, May 8-10.

The seminar includes overall description and applications of the Elecom 125 analysis of applications suggested by participants, and discus-

Have You Heard About . . . Have You Seen
CONVOY "Chem-Board"**
RIGID, PERMANENT, INEXPENSIVE
record storage FILES



Chem-Board Storage Files are permanent. They cost and weigh about 50% less than steel; cost less than some corrugated paper files. They're shipped assembled, ready for use.

NOW—smooth, staple-free fronts make them suitable even for "front-office" use.

Available in letter, legal, check, deposit slip, tab card and many other sizes.

*CHEM-BOARD IS RIGIDIZED CORRUGATED BOARD PROCESSED TO REMARKABLE STRENGTH.

CONVOY, Inc.
STATION B, BOX 216-M
CANTON 6, OHIO

(Circle number 152 for more information)



If your files are a "mess"—papers jumbled in bulging, dog-eared folders, records lost or misfiled—if you're losing minutes and dollars, wearing down your nerves every time you want to file or find a letter, order, invoice, *Here's Peace!* ACCO-filing will stop this war of nerves—keep all your papers neatly, correctly filed, safely bound, where you want them when you want them.

ACCOBIND Binders and ACCOPRESS Folders solve your file problems—are available in most any size, any capacity, with or without tabs—and at transfer time you just slip the contents, *still bound*, from Accobind Folders, saving the covers for year after year of more filing.

Ask your stationer about Acco-binding.

ACCO PRODUCTS

A Division of NATSER Corporation
Ogdensburg, New York
In Canada: Acco Canadian Co., Ltd., Toronto

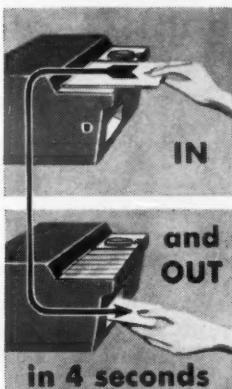
(Circle number 151 for more information)

Now! 4-second copying speed at a new low cost!



Copies business facts and figures as fast as you say, "No chemicals or negatives."

All-new and All-Electric! This modern, newly styled THERMO-FAX "Secretary" Copying Machine gives you copies of letters, statements, orders, invoices and other business data right when you need them. You make copies in 4 quick seconds for as little as 5¢ each. All-Electric machine eliminates chemicals, negatives and special installations. And now you get all these exclusive advantages of the only dry process copy maker for just \$299.00*. Send coupon below for details.



The terms THERMO-FAX and SECRETARY are trademarks of Minnesota Mining & Mfg. Co., St. Paul 6, Minn. Gen. Export: 99 Park Ave., New York 16, N.Y. In Canada: P.O. Box 757, London, Ont.

**Minnesota Mining & Manufacturing Company
Dept. NK-47, St. Paul 6, Minnesota**

Send full details on the cost-cutting new THERMO-FAX "Secretary" Copying Machine.

Name _____

Company _____

Address _____

City _____ Zone _____ State _____

(Circle number 153 for more information)

sion of the Elecom 50 electronic accounting machine and Dataflo, Underwood's integrated data processing system.

For members of the public utilities, insurance, brokerage and banking professions, Underwood is planning a series of seminars covering specific applications of Elecom 125 in these industries.

Attendance at these seminars is by invitation.

For more details, circle number 252 on the Reader Service Card.



Simultaneous card punching eliminates computer drag

The first of Burroughs' "Cardatrons"—called the fastest multiple electronic system yet devised for processing punched cards—has been installed at Norton Air Force Base for use with a Datatron computer to control a \$3 billion aircraft parts inventory.

Cardatron is an input-output system that enables conventional electro-mechanical punch-card machines to work effectively with computers. It eliminates the usual drag of punched card equipment on high-speed computers by permitting the use of several punches simultaneously.

Automatic card editing, scaling and code translation help free the computer from the usual slow-down; the multi-punch feature does the rest.

Estimated saving in processing time at Norton is 50%.

For more details, circle number 253 on the Reader Service Card.



Electronic job hunting

Perhaps foreshadowing the job hunting procedure of tomorrow, a Univac computer is going to provide hundreds of potential and hypothetical employees with the names of Chicago business firms seeking their skills.

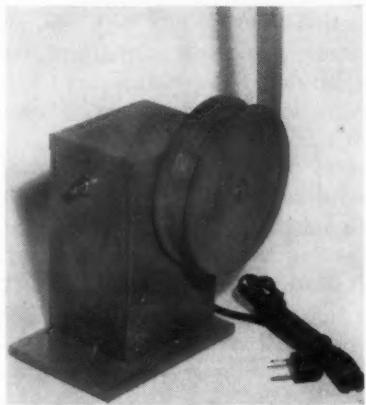
This will take place in June as a feature of the Remington Rand Univac exhibit at the Chicagoland Fair.

RemRand's \$1 million unit will store the names of hundreds of employers seeking to fill various kinds of jobs. Visitors to the fair will be invited to avail themselves of this memorized information by merely naming their jobs. A punched card will be processed and, within seconds, will be coded by the computer. Matching code numbers with a printed directory will give the visitor a personalized list of prospective employers.



New punched tape winder

To meet the filing and storage needs for punched tape, a winder is now available which takes up directly from the punch, or from a reader. The unit, electrically operated, can also be fitted to rewind adding machine tapes, and has been adapted to teletype systems.



The entire winding reel may be easily removed from the device to permit subsequent data processing, shipping, rewinding and storage. Where preferred, a removable face reel can be used.

Constant tension is maintained on the tape even as it flows intermittently from punching equipment to winder.

For more details, circle number 254 on the Reader Service Card.

Duplex Electric Model 912 ED/a (Illustrated) features extra 'Memory' register, Automatic Accumulation, Subtraction and 'Full Cent' but represents no greater investment than other ordinary single register machines. Unrivaled for payroll, billing, sales analysis and statistical work.

Plus Computing Machines, Inc.
(one of the Control Systems group of companies)*
5 Beekman Street, New York 38, N. Y.
Telephone: REctor 2-0045

(Circle number 155 for more information)

PLUS

- RAPID ADDERS
- HAND OPERATED CALCULATORS
- SIMPLEX ELECTRIC CALCULATORS
- DUPLEX ELECTRIC CALCULATORS

SPACEFINDER FILES REALLY SAVE TIME, SPACE & MONEY



Independent surveys comparing shelf and drawer filing show approximately 50% savings in personnel TIME. No time wasted opening, closing drawers. Spacefinder doors give shelf work surface.

Surveys also show 42-50% floor SPACE savings due to greater capacity. Only 30-inch aisles are needed.

When you save valuable space and costly labor, you save MONEY. Doors protect against dust, dirt and fire, and Spacefinders, since they are welded, can be moved with contents intact.

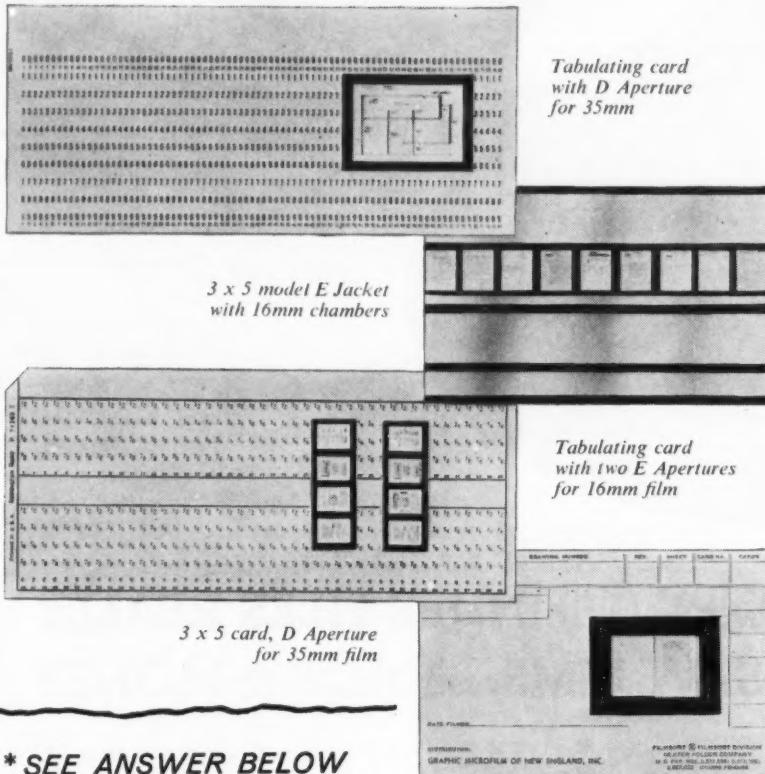
Tab Products Co., 57 Post Street, San Francisco 4.
 Send complete information on Spacefinder Files.
 FOR PUNCHED CARD USERS! Send Catalog 7 describing your complete line of tabulating accessory equipment.

name	position
address	
city	state

(Circle number 154 for more information)

QUESTION?

Which of these Filmsort Cards is used for Engineering Drawing Control?*



* SEE ANSWER BELOW

The Filmsort system comprises the most complete group of products and techniques available today for the unitization and mechanized handling of microfilmed documents of all types.

The Filmsort system affords savings in space, time and personnel through the combination of microfilm with active card filing procedures. The cards illustrated above include two Aperture cards for the filing of single documents on 35mm film, an Aperture card to contain 16mm film, and a Jacket card for filing 16mm strip film. Each has varied applications for high reference microfilm records.

*Both the tabulating card with the D size Aperture and the 3 x 5 card for 35mm film are recommended for engineering drawing control. Where volume demands electrical accounting machine coding and sorting, the tabulating Aper-

ture card is the key to active microfilm drawing files. Drawings in this form are quickly filed, sorted and selected, and can be duplicated in unitized form or used to produce enlargement copies direct from the film. The 3 x 5 standard file card is ideal for the smaller company with less drawing volume. The drawing name and number and other pertinent information can be indexed on the card for manual filing and sorting. In either case, the filmed drawing in the card is easily and quickly located for reference in readers designed to meet the engineer's requirements.

The Filmsort method of engineering drawing control is but one of the many ways in which Filmsort unitized microfilm equipment and supplies can be used to create active microfilm files. For complete information on all Filmsort Systems and Supplies, see your local Filmsort Distributor.



(Circle number 156 for more information)

FILMSORT DIVISION
DEXTER FOLDER COMPANY
A Division of Miehle-Goss-Dexter, Inc.
Pearl River, New York

Business Aircraft

(continued from page 40)

which has been more extensive and more rapid than seems to be generally realized. This trend to decentralization has quite naturally caused demands for faster means of travel. No longer is the businessman content to travel three or four days to do just one or two days of productive work. He has learned that he can use a plane and double, often quadruple, his productivity."

Backing up this point of view are these facts: prior to 1940, 50% of all plants were located in cities of more than 100,000 population. Since then the figure has dropped to about 33%. And about a third of all new plants have been going up in towns of less than 10,000 population.

Further, with marketing costs skyrocketing, companies need new ways to increase the effectiveness of their salesmen. Predicts one sales-minded executive: "Within the next 10 or 15 years anyone in the sales field who does not have access to private aircraft for commuting and covering his area will be left at the post."

That the business airplane is here to stay is unquestionable. Whether a plane can help you and your company is something that can be decided sensibly only after a calm look at the facts and your own situation. But the chances are that if you need a plane at all, careful selection of a craft and intelligent operation will turn out to be one of the best investments you ever made. m/m

To decide if a plane can help you, take a calm look at all the facts.



HOW MUCH
to make or buy
WHEN to make
or buy it
*a practical
man's
approach to*



ECONOMICAL PURCHASING

Now, the production-purchasing man has his own guide to mathematical inventory control — written by an author who talks his language. This is the first and only book on the subject designed for the man who must do the job himself. It is not a text book — nor is it a theoretical study. Instead, it plunges directly into the heart of your problem — **HOW MUCH** to make or buy; and **WHEN** to make or buy it.

SCIENTIFIC INVENTORY CONTROL

by W. EVERETT WELCH, Director
of Purchasing, Aeronautical Division,
Minneapolis-Honeywell

168 pages, 8½ x 11, illustrated, \$12.50

This book shows how modern business mathematics can give you the answers to "how much to buy" and "when." But you don't have to be a mathematician to read and use it. 86 easy-to-understand tables and figures lead you by the hand through proved-in-use formulas that are now being used to control inventory in dozens of well-managed firms.

Here's a partial list of contents

- Chapter 1. Why formulas are advantageous in the determinations that create inventory.
- 2. How to analyze inventory in terms of relative annual usage to properly allocate emphasis to various parts.
- 3. How to identify the two segments of any inventory stock for usage and protection against stockout.
- 4. How to make cost reductions in working inventory without making the usual cost studies of carrying inventory or order placement.
- 6. How to make and use a large variety of tools for order quantity determination.
- 7. How to modify order quantity decisions where there are tooling or setup charges or where the price changes at fixed quantity discount points.
- 8. How to use order formulas where the projected usage is a variable.
- 12. How to evaluate leadtime data in the determination of reorder points.
- 13. How to evaluate usage data in the determination of reorder points.
- 14. Why stock failures as a percentage of the number of orders is only a partial answer to satisfactory inventory performance.
- 15. How to prepare a formula for manual or data computer use and for over-all improvement of inventory performance.
- 16. How to make use of scientific principles in a typical application to a simple inventory.

USE THIS COUPON TO GET A FREE 10 DAY EXAMINATION

Management Publishing Corp.
Room 4, 22 West Putnam Ave.
Greenwich, Conn.

Please send me a free-examination copy of **SCIENTIFIC INVENTORY CONTROL**. At the end of 10 days, I will either return the book, without paying any money, or send you my check or money order for \$12.50.

Name _____

Firm Name _____

Street Address _____

City and State _____

Bill me _____ Bill my company _____

Foreman Relations

(continued from page 46)

and civic organizations. Maintain a separate and distinct set of policies and salary schedules for your lower-level managers; treat them as the VIPs they really are.

10 Are Your Foremen "In the Know?"

Foremen are supposed to function as leaders. One of the requisites of leadership is the ability to impart current and authoritative information. No top executive would deny the value of prompt and accurate communication. Nevertheless in many organizations one of the last people to find out about matters that affect both him and the workers on the line is the foreman, the man who must practice what top management preaches.

Often when revisions are made in union contracts the union steward, a subordinate of the foreman, knows about the change before his superior. Thus the workers are forced to turn to the stewards for leadership, rather than to their foreman. In many cases the foremen themselves tend to follow the steward's leadership simply as a face-saving measure. Under these conditions the proper authority, power and function of the foreman is lost to management.

AXIOM: Management must build up the foreman as a fountainhead of information. The foreman must be informed promptly, accurately and authoritatively of all matters that affect his men. No general notice, employee manual or memorandum should conclude with the words: "For further information, see the Medical Department . . . the Personnel Department, etc." The final line should always be: "For further information, see your foreman." And the foreman should always have *all* the answers. m/m

Shows how to profit
at every stage of

ELECTRONIC OFFICE OPERATIONS



the
famous
1956
Eighth
Annual
Edition

WORKSHOP FOR MANAGEMENT

Use this new book to see how more than thirty top executives and management consultants save time, money, and personnel with electronic office systems.

Each method, each application has been proved in practice. You learn exactly how to get the results — how to eliminate the mistakes that other companies experience in their own electronic office operations.

From "giant brains" to the smaller electronic systems — **WORKSHOP FOR MANAGEMENT** gives you ready-to-use information that gets most effective use from electronic equipment like UNIVAC, BIZMAC, IBM 650, and the BURROUGHS E101.

Partial Listing of Contents

- ★ How to get maximum savings with electronic office equipment
- ★ How to organize your company for an electronics operation
- ★ How to speed up effective use of electronic office procedure
- ★ What to expect in performance from electronic office systems
- ★ How to staff for electronic office operations
- ★ How to solve the personnel problems involved in using office electronics

SEND FOR YOUR FREE EXAMINATION COPY TODAY

Use coupon below

MANAGEMENT PUBLISHING CORP.
Room 4, 22 West Putnam Avenue,
Greenwich, Connecticut

Please send me, for a 5 day **FREE EXAMINATION**, a copy of "Workshop for Management." Within 5 days I will either send payment for \$19, or return the book without obligation.

Name _____

Address _____



BETTER BUILT FOR
BETTER BUSINESS

She'll Love The Forty Efficient Hours a Week... With Livable ASE Furniture!

ASE Steel Office Furniture opens the way to a colorful, efficient, livable reception and work area for your "Girl Friday". She'll thrill to the decorative colors. She'll welcome the quality-built, space-saving, practicality of her new ASE furniture. The beautiful fresh-as-tomorrow design will reflect your own good taste for everyone to see. You and your secretary, too, will love living with ASE. Investigate now!

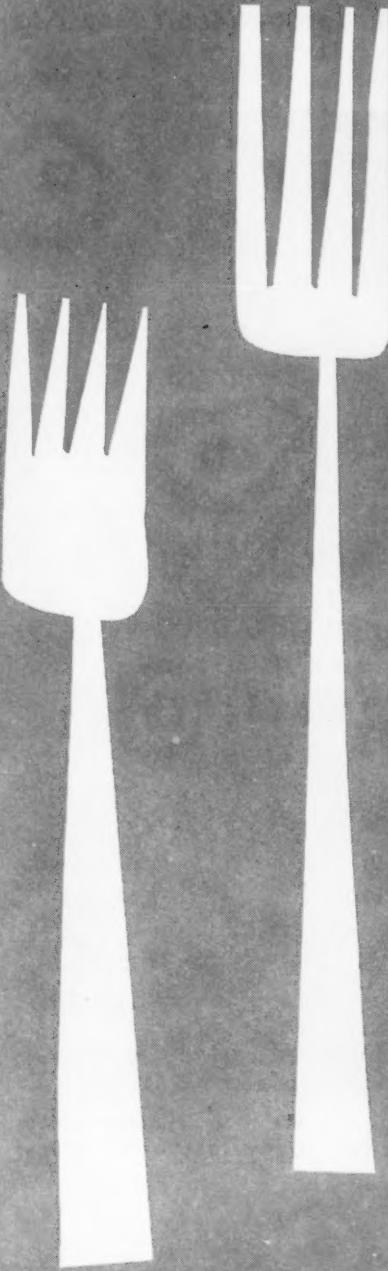
DESKS • CHAIRS • L-UNITS
CREDENZAS • TABLES • BOOKCASES
FILING CABINETS • STORAGE CABINETS

See your nearest ASE dealer...
or write for further information



ALL-STEEL EQUIPMENT INC.
AURORA, ILLINOIS

(Circle number 157 for more information)



2 WAYS TO FEED EMPLOYEES

At the New York headquarters of an oil company and in the plant of a smaller mid-western manufacturer, management has found diverse ways to accomplish the same result: provide lunch facilities for employees without getting into the restaurant business. The methods are illustrated and described on the following pages.

► THE PROBLEM of where a company's employees and executives should eat lunch is one that is subject to a variety of solutions. Many companies in rural and suburban communities have long had in-plant feeding arrangements for all personnel. Some metropolitan concerns maintain elaborate executive dining suites while their employees find "grabbing a bite to eat" a pretty grim business in over-crowded office districts.

How serious the problem is can be seen in Manhattan, where more than 20 million square feet of rentable office space has been built in the last 10 years. Thousands of workers have been added

to New York's already packed business areas while the number of restaurants has remained almost static. Many concerns, moving to larger and more modern quarters in these new buildings, have taken advantage of the opportunity to establish some system to permit their own people to enjoy good meals in company dining facilities.

No matter how they do it—whether through meals served at cost or provided free, in cafeterias or dining rooms, or through automatic vending machines—companies report that lower absenteeism and other benefits make such operations a sound business investment.

1 Club-like dining facilities at Socony-Mobil's new headquarte



Luxurious executive dining room provides club-like decor. Handsome modern armchairs have bright orange upholstery; carpeting is royal blue and green, as are the handwoven draperies.

Newest "restaurant" to open in midtown Manhattan is Socony-Mobil's lavish dining rooms for employees and executives where some 2,500 meals are served each business day. The company's new building at 150 East 42nd Street brought 8,000 additional workers into the heart of one of New York's most crowded areas. Socony, which had successfully operated limited dining facilities in its old downtown quarters, realized the value of in-building feeding—but the company did not want to go into the restaurant business.

To solve the problem they

brought in the Employee-Executive Feeding Division of the Brass Rail Restaurant Organization. Brass Rail runs the entire operation, from the purchasing and preparing to the serving of the food. Socony is freed from all responsibility except that of paying the bills.

Located on the concourse level of the building, Socony's setup is elaborate and comprehensive. The facilities include a 4,000 square-foot employee lounge with special recreation areas, a self-service employee dining room, and a luxurious executive dining room. From



Employee lounge has light and dark grey carpeting in this 4,000 square foot area in the new Socony-Mobil building. A place to relax with friends, the lounge features a lending library, magazine racks, card and game area, and built-in storage units. Comfortable sofas and chairs bring in accent colors of orange, turquoise and blue.

the world's largest all-electric, air-conditioned kitchen come freshly-baked rolls, pastry and a variety of tastefully prepared, nutritious dishes. Identical menus are used in both the employee and the executive dining rooms and the most expensive five-course luncheon is less than \$1.50, while a turkey sandwich and a cup of coffee come to just 30 cents.

Socony-Mobil dining rooms and the employee lounge were designed and decorated by J. Gordon Carr & Associates. S. Blickman & Co., Inc. fabricated the kitchen equipment.

Employee dining room holds 535 diners comfortably. Lunch hours are staggered to accommodate 2,000 employees each day. Tables are natural walnut formica. Chairs are emerald green and salmon.



2

Vending machines feed 500 employees daily at North Electric Co.

Soup to nuts

The automatic cafeteria begins service with coin changers at right. Employees select from 33 different foods and beverages. Condiments, bowls, napkins, etc. are obtained from the hex-shaped service island.



24-hour service

Seating section with vending area in background provides cheerful place for feeding lunch to approximately 500 North Electric employees. The cafeteria also is used for morning and afternoon coffee breaks as well.



Another solution to the in-plant feeding problem is seen in the system installed in the Galion, Ohio plant of the North Electric Co., telephone and automatic control equipment manufacturer.

Here a battery of 10 automatic vending machines offers 33 different foods and beverages ranging from hot beef stew through chilled salads to pastries and ice cream.

North Electric studied several different systems, finally settled on the automatic cafeteria because it needed a 24-hours-a-day, seven-days-a-week program, and wanted it for the least amount of company effort, expense and maintenance.

Installed by Selective Vending, Inc., the machines are arranged in a U-shape around a central hexagonal service island which supplies paper napkins, plates, utensils and a variety of condiments. Two coin changers are also included in the setup.

In addition to feeding about 500 North Electric employees during the regular lunch hour, the cafeteria is used for morning and afternoon coffee breaks.

This vending machine cafeteria could not have existed as recently as 10 years ago, when the entire vending machine industry involved just \$600 million. Today that figure is more than \$2 billion annually and spokesmen are confidently predicting \$4 billion by 1960. Electronic advances in freezing, defrosting and heating of perishable foods have made this rapid growth possible, and interest is increasing in this ultrasanitary method to provide economical meals to company personnel. m/m

How they handle their personnel

by William L. Barton, Personnel Director, East River Savings Bank

A STEP-BY-STEP COMPARISON OF OVER 100 WHITE-COLLAR PROGRAMS

over 200 pages • 8½ x 11 • more than 100 tables and charts

► THIS BOOK makes one of the most important contributions to successful Personnel Management in many years.

This is not a book on the "theory" of personnel management . . . it is an actual study of WHAT is done . . . and what the RESULTS are in 110 actual programs.

Here are detailed facts, findings, analyses and comparisons which vividly portray changes and progress in "white-collar" Personnel Policies and Practices from 1941 to 1955 . . . intensively presented with specific recommendations for today's executive.

Confined to white-collar cases

Instead of studying a broad cross-section of business to do this job, the author focused on a single industry—Banking. It was a calculated choice. The financial field employs every kind of white collar worker. Its people work under conditions which permit accurate observation and analysis. And—most important—there is no factory-type industrial relations pattern, in banks, to affect personnel policies.

How do banks attract their uniformly high calibre of employees, when frequently the salaries paid cannot compete with those

offered by similarly substantial jobs in the same communities? What incentive to workers are most effective in maintaining high morale, loyalty, and a desire to advance within the organization? What about such constant considerations as overtime, sick leave, separation pay, health insurance, annual raises, group activities? These are but a handful of the literally hundreds of personnel questions answered in this book, the contents of which are listed below.

The scope of this book's application to your own Personnel problems, planning and procedures is almost unlimited. Its complete factual approaches . . . with graphic comparisons of policies and practices in actual operation . . . make it a working tool of continuing worth.

FREE TRIAL OFFER

We invite you to see "How they handle their Personnel" now, without cost or obligation to keep it unless you agree it will be worth many times its cost of only \$14.75. The coupon will bring you a free-examination copy by return mail.

PARTIAL LIST OF CONTENTS

I. BACKGROUND AND GENERAL INFORMATION

Plan and Scope of the Study
Comparative Size and Total Personnel
Outline of Survey Procedure
The Questionnaire

II. EMPLOYMENT

Responsibility for Personnel Activities
Selection of New Employees
Responsibility for Hiring
Application Procedure
Use of References
Investigation of New Employees
Physical Examinations
Aptitude Testing
Sources of New Employees
Employment of Relatives
Probationary Period for New Employees
Employment of Married Women
Promotions from Within
Use of Floating Force and Part-time Help
Scheduled Workweek and Employment Practices

III. REMUNERATION AND JOB CLASSIFICATION

Position Analysis and Evaluation
Granting Salary Increases
Advising Employees when Increases are Granted
Comparison of Salaries
The Use of Clerical Salary Surveys
Cost of Living Salary Adjustments
Practices for Paying Bonuses
Wage and Hour Practices
Administration of Conditions of Employment
Salary Distribution Methods
Payment of Overtime Compensation
Payment of Supper Money
Payment of Overtime for Supervisors
Method of Payment for Holidays Worked
Methods of Recording Time-Worked

Salary Continuation During Absence

Due to Sickness
Rewards for Good Attendance
Absence Reporting
Absenteeism
Practices for Granting Time-Off with Pay
Allowances for Employees Entering
Military Service
Dismissal Compensation Practices

IV. PERSONNEL ADMINISTRATION

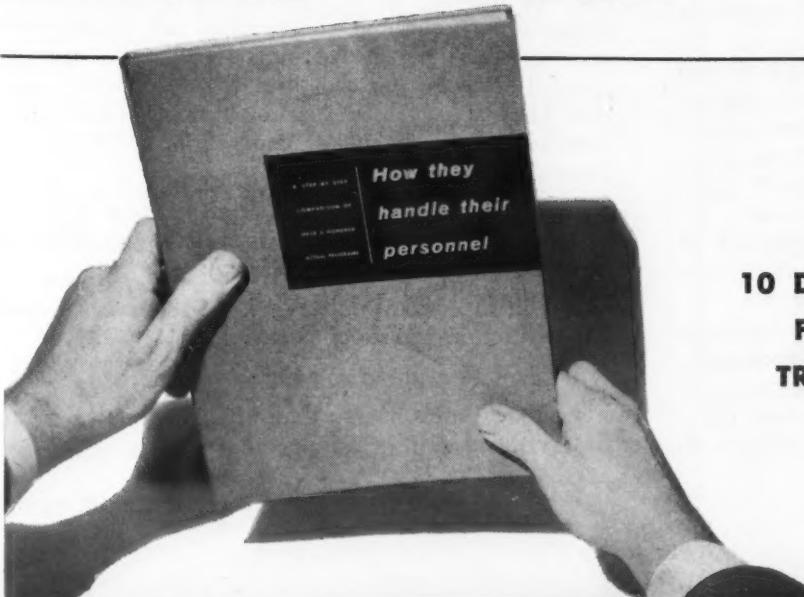
Personnel as a Major Function
Progress and Personnel Management
Organization and Management of Personnel
The Place of the Personnel Department
Responsibility for Personnel Administration
Organization Chart of Authority and Seniority
Individual Employee Record Files
Plans for Appraising Performance Regularly
Purpose of Plans for Evaluating Performance
Employee Handbooks
Informing Employees on Policies
Methods Used for Disseminating
Policy Information
Communicating with Employees
Additional Employee Communication Needs
Employee Publications or House Organs
Suggestion Systems
Promotion Policies
Basis for Sound Promotion Policies
Integration of Promotion with Other Policies
Satisfactory Working Conditions
Wired or Recorded Music
Employee Problems and Complaints
Employee Attitude or Morale Surveys
Exit Interviews
Employee Turnover
Transfers of Misfit Employees
Employee Dismissals
Supervisory Development Programs
Executive or Management Development
Programs
Executive Health Programs

White-Collar Unionization Employee Participation in Management

V. EMPLOYEE WELFARE AND BENEFITS
Implications of Employee Benefit Programs
Philosophy Behind the Personnel Program
Patterns of Employee Benefits
Security and Stability of Employment
Vacation Plans
Variations in Vacation Practices
Group Life Insurance Plans
Group Life Insurance for Retired Employees
Death Benefit Funds
Hospitalization, Surgical and Medical Plans
Major Medical Expense Insurance
Temporary Disability Benefits
Pensions and Retirement Plans
Profit-Sharing or Incentive Plans
Employee Assistance in Personal Finance
Employee Thrift Plans
Social and Recreational Activities
Employee Dining Rooms
Formal "Coffee Time"
Formal Plans for Recognizing Long Service
Employee Development of New Business
Fringe Benefit Costs
Personal Security Account for Employees

VI. TRAINING AND EDUCATION

The Need for Training
Training for Advancement to Higher Positions
Effective Training and Development
Training for Clerical Personnel
Orientation Training for New Employees
Apprentice Understudy Systems
Employee Group Meetings
Regular Meetings of Officers and
Supervisory Staff
Internal Training Programs
Study Courses
Employee Participation in Forums
Periodicals, Trade-Journals, and Staff Libraries
Employee Training as a Continuous Process



10 DAY
FREE
TRIAL

Management Publishing Corp.
Room 4, 22 West Putnam Ave.
Greenwich, Conn.

Please send me a free examination copy of
HOW THEY HANDLE THEIR PERSONNEL. At the end of 10 days, I will either
return the book, without paying any money,
or send you my check or money order
for \$14.75.

Name

Firm Name

Street Address

City and State

Bill me..... Bill my company.....



How to stump the with a supervisor newsletter

If you rely on the spoken word for communication down the line, you're creating a climate in which rumors thrive. By supplementing your face-to-face communication with the written words of a supervisor newsletter, you can help your "front-line managers" dispel the misunderstanding and confusion that oral messages often create. Here's how some firms are doing it.

EDITOR'S NOTE: For the executive planning to launch a supervisory newsletter—or improve the one his company already has—the American Management Association has published a small book of practical suggestions. One chapter is devoted to examples of successful newsletters now being used in companies around the country. The article below consists of excerpts from preliminary chapters of the book, plus a sampling of the case examples.

DEVELOPING EFFECTIVE SUPERVISORY NEWSLETTERS. *Robert Newcomb and Marg Sammons. American Management Association, 1515 Broadway, New York City. 1956. 90 pp. Members-\$2.50; non-members-\$3.75.*

Management people are prone to consider the grapevine a lively and irresponsible creation of the employee mind. *It isn't.* The grapevine is a product of management.

Attitude surveys often reflect a gnawing irritation over the supervisory role. Supervisors, some employees say, are "roadblocks in the flow of communication from the top to the shop." Others say: "Supervisors never tell *us* anything because management never tells *them* anything."

Some—but definitely not all—of the irritations of supervisors can be lessened through the medium of a good supervisory letter.

Unfortunately, many organizations—especially smaller companies—confine practically all their communications energies to the spoken word, ignoring the fact that it is often susceptible to different interpretations. The supervisor sitting in a meeting with

a look of rapt attention may be thinking of what he's going to do with that operator on Machine #4, or what his wife told him to pick up at the store on the way home. Until higher management can be sure that every word said to supervisors will be heard, understood, and interpreted as management intended, the man-to-man message obviously has inherent shortcomings.

That's why, in an industrial relations world where so much emphasis is placed on oral communication, similar attention should be paid to its brother, the printed word.

What makes a good newsletter?

It would be comforting to be able to report that the vast majority of supervisory letters published by companies throughout the country are masterpieces of simple and persuasive prose—fetching to the eye, brimful of facts, and rich in harmony-building qualities. They aren't. But an examination of a substantial cross-section of the *better* supervisory letters reveals these common characteristics:

1. The supervisory letter (or newsletter or bulletin) is only one of several facets of employer-employee communication within the company.
2. The supervisory letter and the supervisory meeting are designed to function together.
3. The letters are crisp and factual.
4. They show clearly that higher echelons regard supervisors as part of management.



grapevine

5. Good supervisory letters underscore the supervisor's role in two-way communication.

The value of supervisory letters to augment and clarify face-to-face communication is becoming increasingly clear, and the future will probably see a wider use of this medium by companies of all sizes.

The executive interested in developing a supervisory letter for his organization—or in improving the material currently being published—should find many helpful suggestions in the following examples:

R. J. REYNOLDS TOBACCO CO.

R. J. Reynolds Tobacco Co. of Winston-Salem, N. C., launched its *Management Bulletin* for supervision with two purposes in mind:

1. To provide supervisors with uniform instructions on company policy, as well as first-hand news of general interest.

2. Through the material published, to enable the supervisor to implement the main policy of company communications—discussion of information concerning the company directly with the employees in his department.

To aid the supervisor to make the best use of his copy of the *Management Bulletin*, each article is designated for discussion by a special code. For example, many of the articles end with "MBD" (may be discussed) or "SBD" (should be discussed). These articles contain information of interest to all employees and are intended for general discussion. Occasionally articles are published for the supervisor's personal information alone. The symbol "DND" (do not discuss) is used in these articles.

These points were explained when *Management Bulletin* was inaugurated through a folder called "The Supervisor Keeps Posted," which gives the supervisor specific examples of the type of news to be covered in forthcoming issues.

Companies contemplating using supervisory newsletters might take this useful tip from Reynolds: Before the bulletin program was launched it was thoroughly outlined and described in supervisory meetings so that supervisors had a clear notion of the



Hano's new special Litho Tab presses and collating equipment are now producing the quality forms necessary for today's high-speed form writing. See samples of better tab forms.



LITHOGRAPHY MEANS ACCURACY.
Only modern lithography gives critical spacing and controlled registration necessary for today's Tab forms. Lithography, plus the latest photo-typesetting methods, offers the ultimate in unrestricted form design.

CONTROLLED MANUFACTURING prevents interruption in form use. Hano papers eliminate the bugaboo of form usage . . . shrinkage and stretch. Specially formulated carbon papers insure maximum legibility and minimum smear. Users are assured of fast, uninterrupted feeding.

CUSTOM FORMS, STANDARD TAB, IMPRINTS and 27 Stock Tab forms make sure you always have the right tab form . . . at the right time. Hano litho quality is today's best answer to tab form problems.

General and Sales Offices: HOLYOKE, MASSACHUSETTS
Warehouse and Branch Plant MT. OLIVE, ILLINOIS

MANIFOLD PRINTERS SINCE 1888

(Circle number 158 for more information)

BREAK THAT MULTIPLE SHIPPING BOTTLENECK

If you regularly address 5 or more cartons per shipment, you can save money and avoid costly errors by addressing multiple shipments as a by-product of office procedure.

You can prepare STEN-C-LABL at the same time as your invoice, order or bill of lading, whatever your procedure or equipment—manual or electric typewriters, electric billing or accounting machines, Card-o-type, Teletype or Flexowriter.

Shipping department makes unlimited impressions with STEN-C-LABL Applicator direct to PANL-LABL on carton or to printed gummed labels or tags. All addressing errors, mis-shipments and repetitive writing are eliminated.

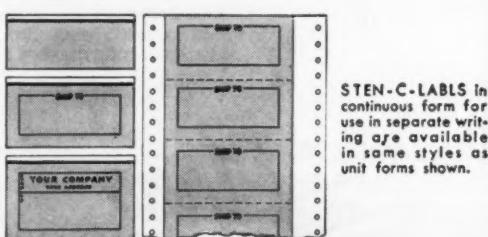
Thousands of dollars are being saved by present users.

Choose the style that fits into your operation
from these continuous or unit forms available
in a large number of different sizes:

Blank STEN-C-LABL
to imprint on gummed labels, tags or
PANL-LABLs.

Stock "Ship To"
STEN-C-LABL direct
to carton—No gummed
labels.

Special die-impressed STEN-C-LABL includes your name and address—direct to carton.



WRITE TODAY for FREE brochure showing detailed operation and actual installations.

STEN-C-LABL, INC.

DEPT. MM-4, 2285 UNIVERSITY AVE., ST. PAUL 14, MINNESOTA

Circle number 159 for more information

MANAGEMENT BULLETIN

R. J. Reynolds Tobacco Company

VOL. 7 NO. 48 Winston-Salem, N.C. NOVEMBER 2, 1958

TO ALL SUPERVISORS:

Tomorrow a special letter from the Chairman and President of our Company will express appreciation for the most outstanding record yet achieved by our Company in United Fund giving. This record reads like this: 99.7% of our employees made contributions. Their gifts totaled \$110,810.79. This is an increase of \$11,033 over last year.

Such an outstanding gift can only make our hearts swell with pride and admiration for people who believe in community service.

As chairman of the campaign in our Company, I would like to express my personal appreciation to each of you who had such an important part in the success of this drive. I am grateful for the cooperation and interest displayed throughout every department, which is evidence of a relationship that can always mean success for all undertakings. My deepest thanks and heartiest congratulations to every employee.

PRINT SHOP SERVICE

The Print Shop now has available a Photo-Instant Copier. This new machine will reproduce quick copies of letters and other printed material previously processed through the Print Shop's regular photostat service. The new instant copier will not replace the regular photostat, but will provide an added speedy reproduction service. Work for this machine will not require a repair order. A memo to the Print Shop stating the number of copies desired will be sufficient. This memo should be signed by the department head.

The machine is provided for all departments throughout the Company having a need for immediate reproductions. Similar machines are in use in certain departments requiring constant facilities for reproductions. These departments will accept work only from their own personnel. (M.B.D.)

Bowman Gray

Bowman Gray
Chairman of the United Fund Campaign for
R. J. Reynolds Tobacco Company

NOVEMBER SAFETY INSPECTION

The November safety inspection will be made by Mr. Robert J. Dunnigan, Inspector for the North Carolina State Department of Labor. Mr. Dunnigan will start his inspection on Monday morning, November 21.

(M.B.D.)

REPAIR ORDER APPROVAL LIST

The following addition to the Repair Order Approval List has been authorized:
J. L. Lowe Accounting Department

TELEPHONE CHANGE

Change on Main Office Listing:
Mr. Rodney E. Austin from 373 to 460.

Our Visitors Say...

Mr. MTA, New York, N.Y.: "The first thing I noticed was the way you people seem to love your company and I'll bet you would fight anyone who said anything against it. I get the feeling of oneness — that's the best word I find to describe the Reynolds family."

Mrs. AMS, Roanoke, Va.: "I'm originally from England and have traveled much extensively for several years, but have never found anything that impressed me so much as this visit today. I just wonder if even a small percentage of the employees here realize how fortunate they are. The clean plant, many benefits, absence of unions — I want to tell them what lucky people they are."

Mr. GP, Lancaster, Texas: "I have been fussing about the cost of cigarettes and now I wonder how they can be sold so cheaply. The tax figure is amazing."

Mrs. GS, Hill Valley, Calif.: "I had no idea that I could visit such an interesting plant. This is the highlight of my vacation. My husband has used your products for years. I never throw away a P.A. can; they are too valuable. I use them for hundreds of things."

program. In addition, "The Supervisor Keeps Posted" was prepared, to provide supervisors with the bulletin policy, giving specific examples of the fields to be covered and stating the pertinent reasons.

UNION ELECTRIC CO.

Union Electric Co. of Missouri at its St. Louis home office maintains a large-scale communications program involving several publications, most of which are distributed to supervisors. The company feels that supervisors should know about all general communications as a background to the supervisory picture. The publications are:

1. *The Employee Newspaper*. This six-page paper is mailed every two weeks to employees' homes. It provides news coverage of employee activities, policy changes, building programs, employee benefits, personnel appointments, organizational changes, power production, safety, etc.

2. *Union Electric Magazine*. This is a part of the employee communications program, although not designed exclusively for employees. It carries timely articles about the company, the industry, and present and future uses of electricity. All employees get it.

3. *Financial Reports*. Annual and quarterly reports to stockholders are distributed to all employees.

4. *Other Communications*. Supplementing these are departmental newsletters and construction newspapers.



UNION ELECTRIC

Supervisors' Bulletin

Supervisors' Bulletin No. 61

January 16, 1956

TENTATIVE SCHEDULE ESTABLISHED
FOR MOVING OF COMPANY PERSONNEL
TO NEW ADDITION AT GRATIOT ST.

A tentative schedule for the transfer of approximately 350 employees from the St. Louis General Office Building to the two additional floors at the Gratiot St. Service Building, has been announced by Ted E. Guhman, assistant superintendent of generating plants, who is chairman of the committee in charge of moving schedules.

According to the announcement, Engineering and Construction will be the first department to be transferred to the new facilities. Scheduled to occupy the new fourth floor of the service building, E & C will be moved in three groups on successive weekends.

The first E & C group is scheduled to be moved on February 25 and 26, the second on March 3 and 4 and the third on March 10 and 11.

The elements of Engineering and Construction which will be included in each group will be determined by Eugene L. Hough, vice-president and chief engineer, and E & C department heads.

Power Production, Steam Heating and Coal Production and Transportation groups -- which will occupy a portion of the third floor of the addition -- are scheduled to move on March 24 and 25.

Supply Service, a portion of Employee Relations, part of Cashier's and Mailing and the Electro Credit Union -- which will also occupy part of the third floor -- are slated to move on March 31 and April 1.

Small departments and groups, already located at the service building, will be scheduled to move to new quarters in the addition at a later date.

Planning of other phases related to the move is being developed within the six special committees organized several months ago.

Supervisors' Bulletin is an unscheduled publication issued exclusively to supervisors about 10 times a year. It contains information of special interest to supervisors, and often includes advance notice of important company news. A typical issue includes items on transfers of company personnel; progress on construction work in a new building, telephone switchboard alterations; figures on total net power for the system during the year; property evaluation of company subsidiary; progress report on the company's basic supervision program; announcement of supervisory meeting; personnel changes; and so forth.

Another supervisory bulletin, *Reheats*, is also published exclusively for supervisors. Designed to maintain interest in the search for work simplification, it reports on procedures instituted by various departments.

RAILWAY EXPRESS AGENCY

Railway Express Agency, with headquarters in New York City, issues the two-color, monthly publication, *Supervisory Notes*, for its rail express and air express divisions. It is tied in frequently with the company's correspondence course for supervisors called "Management Fundamentals" and, in addition, with the company's monthly supervisory conferences. These meetings, the basic training unit of the company, are held at all offices with three or more supervisory personnel. They provide an opportunity for the review, discussion, and solution of problems relating to supervision and operational practices. The supervisory newsletter is frequently used as the basis for discussion in these sessions.

The contents of *Supervisory Notes* include the following types of material:

1. The role of the supervisor in management, as defined by supervisors who analyze their own responsibilities in the company correspondence course.
2. A discussion of the implications of Public Law

your choice, gentlemen! 3 "Desk-Hi" cabinets



with steel sliding doors



with glass sliding doors



open face - no doors

BORROUGHS "Desk-Hi" cabinets



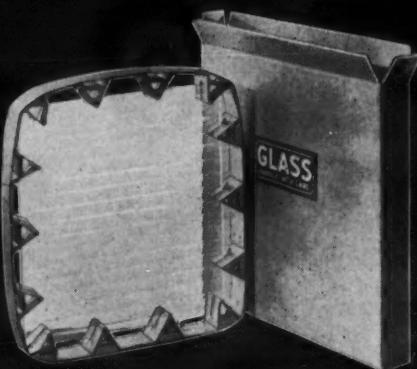
Handy as the telephone... and a genuine, honest-to-goodness combination cabinet and telephone stand. All models 29" high, and available in depths of 12" and 18". Outside width 38 1/4". 5 colors to choose from. Sliding shelf is adjustable without bolting, and the sliding doors can be removed in a jiffy. A good-looking and practical item for any office. See your local steel equipment dealer... if he does not have these cabinets in stock, he can quickly get them for you.

BORROUGHS MANUFACTURING CO.

A Subsidiary of The American Metal Products Company of Detroit

500 NORTH AMERICA DRIVE, KELLOGGWOOD, MICHIGAN

IN-CARTON Suspension reduces glass breakage



Vertical-Horizontal suspension safeguards your product in and out of carton . . . Fewer packaging components required . . . pad folding eliminated.

SUS-RAP is engineered to your product and pretested by N.S.T. procedures

SUS-RAP

Laboratory Developed and Tested Packaging

VANANT COMPANY, INC., 954 S. Water Street Milwaukee 4, Wis.

(Circle number 162 for more information)

Swift, thrifty numbering machine

Force
model
150



Handles most every office numbering job quickly, inexpensively. Automatic — consecutive, duplicate, repeat; 6-wheel capacity. Sturdy frame, easy action, smooth operation. Prefixed letter wheel when desired without extra cost.

Nine stock combinations, all at one low price!

Facsimile impression
345678



FORCE

& CO., Incorporated

216 Nichols Ave.
Brooklyn 8, N.Y.

Sales Offices NEW YORK • CHICAGO • SAN FRANCISCO • MONTREAL

(Circle 161 for more information)

199, which affects the right of the government to compete with private freight carriers.

3. Developments in advertising and sales, with indicators for new business prospects. (Example: "Current sales attention should be concentrated to a large

Supervisory Notes

OCTOBER 1956

RAIL EXPRESS

AIR EXPRESS

No. 87
Issued by Training and
Evaluation Department of
Personnel, Defense
Express Agency, New
York City

SUPERVISORS SPEAK UP

RECENTLY, a supervisor said: "If I ever saw my whole job piled up in front of me, I'd give up." Another supervisor replied: "I did, while ago. I lined up all my job details and then boiled them down to something I could work with. It made the whole job easier."

Supervisors have jobs that look mighty big at a glance, but when reduced to essentials they are understood better. A few days ago, the Personnel Department completed review of 798 Management Job Descriptions sent in from the field. In general terms, here is what supervisors said are their principal duties:

- Maintain Good Human Relations
- Maintain Discipline
- Plan
- Cooperate
- Control Costs
- Make Decisions

Employees are our most important assets. Treat them as you would like to be treated yourself. Keep them informed on what is going on in the company. As a supervisor, you are the coach and quarterback of the team. Build teamwork so that your unit functions smoothly. Sound judgment and Make no promises you can't keep. Remember the basic needs of people—recognition, security, to be one of the bunch, etc. Compliment employees when they do a job well and when criticism is necessary, make it constructive. Know enough about employees so that you can judge their worth to the company. Let them know where they stand with regard to performance. Give instructions clearly and completely, make certain they are understood.

Keep alive their interest in their jobs and the work of the company.

All supervisors should be well posted on regulations and procedures, and should transfer such knowledge to employees. Good discipline improves efficiency. Let employees know that you "stick to the rules" of the game.

The success of the company and the future of our jobs depend on the successful carrying out of long-range and short-range plans. Make sure you know the company's goals and how to achieve them.

Though friendly competition within company units may exist, it is cooperation within a unit that really gets the work done. Make sure that your unit functions smoothly and cooperates with the rest of the division and other departments.

Cut "lost" time. Have your people keep costs down through the use of better methods, care and vigilance. Let them know that every cent spent needlessly requires dollars in sales to make up.

Rules, policies and programs do not release you from making decisions. Within the framework of your job, you are required to make decisions constantly, both large and small. Think, plan and then act. Run your unit as if it were your own business. You have a joint responsibility to keep the freight moving and to provide satisfactory service. Watch for damage and damage; keep a good safety record.

In brief, essentials of management are planning, guiding and performing. Of these, your principal task as a supervisor is guiding the people who work for the company.

845

extent on wearing apparel and accessories, which can now move at reduced rates under provisions published in ICC 8141."

4. Safety: reviews and suggestions.

5. Suggestion program: stimulating interest and activity.

6. Rates and tariffs: questions and answers.

7. Good housekeeping.

8. Handling of claims.

There is a close working relationship between the supervisory newsletter and the monthly publication for REA employees. Newsletter material primarily of interest to supervisors can frequently be applied to employees in general.

CINCINNATI AND SUBURBAN BELL TELEPHONE CO.

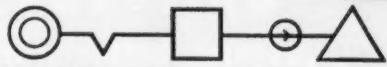
The Cincinnati and Suburban Bell Telephone Co. produces a flexible type of supervisory newsletter entitled *Managers Digest*. The masthead of the letter remains the same except for color changes but the method of reproduction of the letter is frequently varied: e.g., occasional special reports or studies appear in printed form; news bulletins are produced quickly on mimeographed sheets.

There is no scheduled date of publication, and

Managers Digest

VOL. 1, NO. 19

DECEMBER 2, 1955



Clerical Operations Cause Concern



For the past several years American Industry, as never before, has had to wage a vigorous battle against rising costs. It has been necessary to fight this battle just to stay in business. This war on costs continues unabated today. It has been forced on business by many factors.

Unprecedented growth, inflexible schedules, difficulties in getting materials, shortages of trained employees, and lack of time for basic planning have all entered the picture. If we add other cost elements peculiar to these times—increased prices, high taxes, controls and the restraints which always go with them, a tight labor market, and increasingly keen competition for the consumers' dollar, it becomes clear why the problems of staying in business have multiplied.

Furthermore, the conditions just mentioned are those most favorable to the growth of the most insidious menace of them all—needless expenditure for useless detail. A sizable portion of this expenditure is directly tied to clerical operations, or in ordinary terms, "paper work." Unless painstakingly controlled, paper work can become a vampire sapping the life blood of a business enterprise.



This fact is sharply pointed up by a table, reproduced here with permission, which appeared in the September, 1955, issue of "The Office." It reveals that the minimum cost of processing each five-character word or number by each person preparing each report is over one cent per word! We believe that this table fairly represents the facts.

this newsletter is distributed about once a month to all 650 members of the management force. It deals with policy matters and is on a higher level of understanding than the average supervisory newsletter.

Studies on subjects of interest to specific groups are occasionally included. One issue, for example, was devoted entirely to clerical operations. This report showed in graphic form the time and cost of processing each word and number in most typical reports; itemized clerical work by departments; showed how clerical operations committees work; stated the objectives and programs of the company's clerical operations committee; and concluded with a number of suggestions as to how managers could help.

Other special reports have covered such topics as the story of public-utility regulation, results of a manager-attitude survey, and reasons for favoring the retention of Ohio's present rate law.

During a bargaining period, a series of bulletins was issued to keep management informed of current developments.

The Cincinnati and Suburban Bell program offers an example for the smaller company, which not only can produce bulletins of current news interest, but can also prepare special reports of greater length thus providing valuable background information for supervisors.

LINE MATERIAL CO.

Line Material Co., at Milwaukee, mails a confidential newsletter to the homes of 650 supervisors about twice a month. It is a simple, mimeographed publication with a standard heading in color. Issues are of varying length, and pages are stapled.

Line Material has 10 plants and 70 major sales loca-



PROBLEM-SOLVING PARTITIONS

WOOD·ACOUSTICAL·STEEL

When it's time to move or modernize plan to install GR movable partitions: low cost... easy to install... easy to move. In wood, steel, acoustical or non-acoustical. Heights from 42" to 14'. Write for free information.

GR Products Inc.
2417 EASTERN, S. E., GRAND RAPIDS, MICH.
(Circle 164 for more information)

SERIALLY NUMBERED

Autographs®

3875

BANK OF THE SOUTHWEST
NATIONAL ASSOCIATION
HOUSTON 5621

METHODS & SYSTEMS MEN
COMPTROLLERS & ACCOUNTANTS
MAINTENANCE SUPERVISORS
PURCHASING AGENTS

The "Tags" they endorse
for Positive Property Control!

Want a more efficient Property Control system? Identify with Serially Numbered "AUTOGRAPHS"! They're adhesive-backed... so easy to mount... attractive, durable and economical, too. Millions in use meeting every demand for positive Property Control. Just for the records... your Property Control records... there is no finer tag!

PROVE IT
TO ME!

I'm interested in more
efficient Property Con-
trol. Send free samples,
literature and your
Property Control pam-
phlet.

MM-4

NAME _____
COMPANY _____
STREET _____
CITY _____ STATE _____

METALcraft INC.
MASON CITY, IOWA, U.S.A.

(Circle 163 for more information)



CONFIDENTIAL

May 27, 1955

SETTING UP IMPROVED PROCEDURES for cost control highlighted discussions at the first of two annual meetings of L-M accountants in Milwaukee May 22-25. Forty-five from all plants and the Milwaukee Office attended the sessions.

WHAT IS PROBABLY A RECORD in contract negotiations is reported by Assistant Counsel Lou Parent, who said it took only three hours to agree on a new contract with the Central Plant guards. First meeting with IAM at East Stroudsburg is set for June 7. Contract expires July 1.

AWARDMENT OF AWARDS to three L-M supervisors for their "contribution to executive skills" was made by Research Institute of America. These were among only 200 such awards given to individuals in industry nationally this year. Leslie Seyck, Superintendent of Machining, and Walter Hanson, Production Control Manager, both of Kalamazoo, were cited for their work in plant-wide production scheduling. This was part of a program that the Milwaukee Manufacturing Control Department assisted in establishing. T. J. Anderson, General Manager, Racine, was cited for sponsoring unique "preaching party" when he was Sherman Plant Manager.

FOUR-WAY TIE IN PLANT SAFETY CONTEST lead to unique distribution of awards to winning plants - Birmingham, East Stroudsburg, Barton and Sherman. Each got \$100 bill for going through 1954 with no lost time accidents. Then it was set up that each plant would get \$1 for each day worked during 1955 with no lost time accidents. Sherman topped out April 15. One of the money is at the discretion of the plant safety committee.

L-M'S FIRST "POPULAR STILE" MOVIE, using professional actors and non-technical pitch, now running films in Appleton, Wis., under the direction of Jack Conroy, Special Promotion Director, shows how lighting can cut costs and accidents and enhances retail areas in the theme of the 20-minute film color production. It is tailored for television showing where applicable in L-M sales districts.

DISCUSSION OF TRADES IN ELECTRIC POWER INDUSTRY occupied the attention of L-M executives and supervisors meeting with the editorial board of ELECTRIC LIGHT & POWER magazine May 17 in Milwaukee.

BARTON CONTINUES TO SHATTER RECORDS in production and shipments. Plant Manager Len Bowerman reports April biggest month in history - sees May about to top that.

tions, and considers the *L-M Memo* an important medium of supervisory contact. The company follows a firm policy of advising its supervisors in advance of all other groups: In times of emergency, the newsletter material is telegraphed or phoned directly to all plant managers and sales division managers for general dissemination.

The material is kept on a strictly confidential basis, although much of the information may subsequently be released to the public. This confidential device gives the company freedom to relay much more information of importance to the supervisor in the performance of his job. So far, there has been no evidence of any violation of this confidence.

Recent issues have dealt with the following subjects: New labor agreement or negotiations; new markets and products; price increases in products and materials; quarterly round-up on how every product line did in incoming business and shipments; personnel promotions; plant-renovation programs; and so forth.

The editor of the *L-M Memo* gathers his material from three sources: 1) contributions from the field, from designated correspondents, and others; 2) vice-presidents in charge of sales, engineering, and manufacturing, and other officials who provide news of current interest; and 3) the director of personnel, who furnishes publicity material from the weekly committee meetings.

When introducing the *L-M Memo* to supervisors, the director of personnel attached an introductory note outlining the policies and coverage. The letter identified the editor by name and encouraged readers to contribute local information from their territories. m/m



Take advantage of Equipto's Free Layout Service to obtain valuable advice on the number and type of storage units to buy

... complete floor plans and elevation drawings showing best way to arrange units within your allotted storage area. You will thus be able to make maximum use of your floor space, save steps, speed customer service, and simplify inventory and stock control.

If you would rather lay out your own facilities, send for fact-crammed, fully illustrated booklet, "How to Solve Your Storage Problems."

Both "assists" are further evidence of Equipto's primary concern with providing super-efficient storage facilities—not in merely selling equipment.



Equipto

Division of Aurora Equipment Co.

165 Prairie Avenue, Aurora, Illinois
Steel Shelving . . . Parts Bins . . . Drawer Units
(Circle 165 for more information)

VEEDER-ROOT

Any number of
Control Systems
can be based

on the
VARY-TALLY



Simple punched-card systems, based on Vary-Tally Multiple Unit Reset Counters, give complete and up-to-the-minute cost and stock-control information by types, colors, sizes, textures, grades, customers, or other classifications. Also keeps production geared more closely to demand. Let us show you how easy it is to develop a Vary-Tally system for your particular needs.

VEEDER-ROOT INC., Hartford 2, Conn.

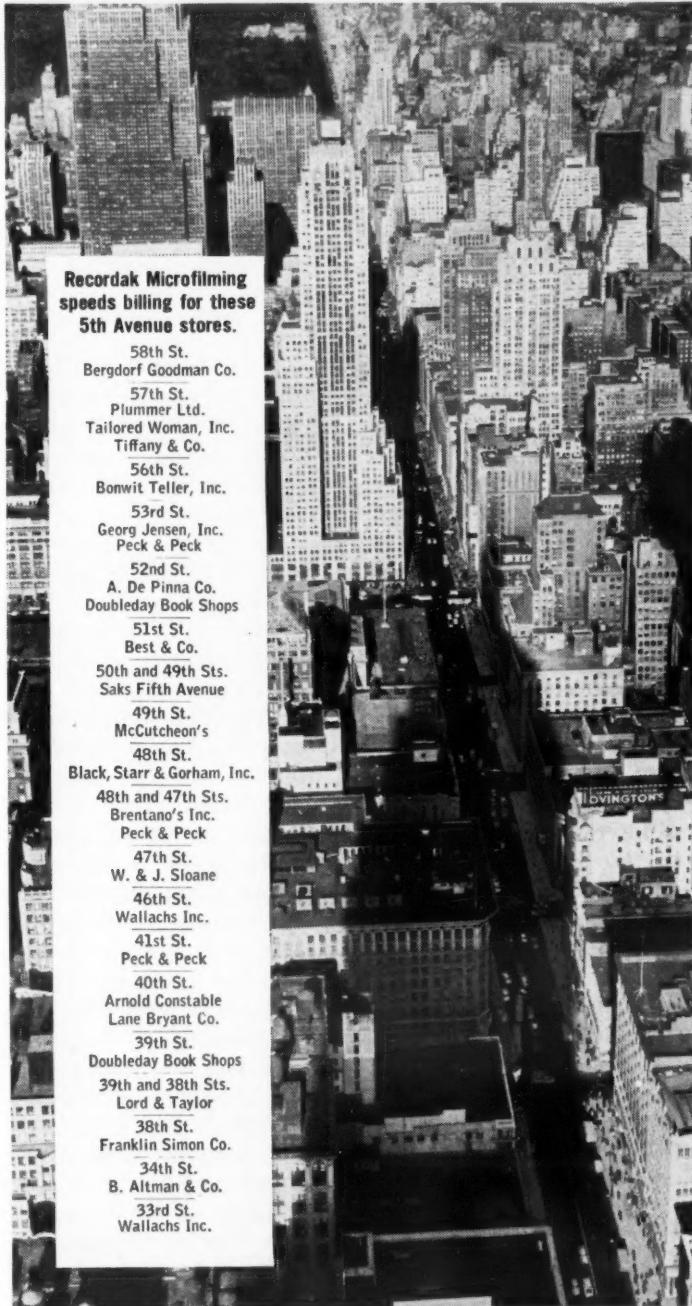
"The Name that Counts"

(Circle 166 for more information)

MANAGEMENT METHODS

Short cuts with Recordak Microfilming

Latest report on how this low-cost photographic process is simplifying routines for more than 100 different types of business . . . thousands of concerns



Recordak Microfilming speeds billing for these 5th Avenue stores.

58th St.
Bergdorf Goodman Co.
57th St.
Plummer Ltd.
Tailored Woman, Inc.
Tiffany & Co.
56th St.
Bonwit Teller, Inc.
53rd St.
Georg Jensen, Inc.
Peck & Peck
52nd St.
A. De Pinna Co.
Doubleday Book Shops
51st St.
Best & Co.
50th and 49th Sts.
Saks Fifth Avenue
49th St.
McCUTCHEON'S
48th St.
Black, Starr & Gorham, Inc.
48th and 47th Sts.
Brentano's Inc.
Peck & Peck
47th St.
W. & J. Sloane
46th St.
Wallachs Inc.
41st St.
Peck & Peck
40th St.
Arnold Constable
Lane Bryant Co.
39th St.
Doubleday Book Shops
39th and 38th Sts.
Lord & Taylor
38th St.
Franklin Simon Co.
34th St.
B. Altman & Co.
33rd St.
Wallachs Inc.

HOW FAMOUS 5TH AVENUE STORES CUT BILLING COSTS, INCREASE GOOD WILL

New York, N. Y.

Take a stroll down 5th Avenue. Drop into any of the renowned stores and shops. Chances are they're using Recordak Microfilming to bill charge-account customers.

Reason for this—

Microfilming the customers' saleschecks—and sending them out with the bills—eliminates a description of each purchase and a listing of each price. Only the sales check totals and credits go on the bill. This cuts posting operations as much as 85%. Complete film record of all accounts can be filed at fingertips—ready for immediate review in Recordak Film Reader.

Customers, on the other hand, find it much easier to recall charges with the original sales checks in hand. Questions about bills are reduced by as much as 80%.

It's much the same story off 5th Avenue—a few doors away you'll find Abercrombie & Fitch, Brooks Bros., Stern Bros., Liberty Music Shops...and so it goes. Not only in New York but Anywhere, U.S.A. For it pays retailers with as few as 2500 charge accounts to use Recordak Photographic Billing.

Free booklet "Short Cuts that Save Millions," shows how you can save with Recordak Microfilming regardless of your type of business.

"Recordak" is a trademark

RECORDAK

(Subsidiary of Eastman Kodak Company)

originator of modern microfilming—and its application to business routines

MAIL COUPON TODAY

RECORDAK CORPORATION
415 Madison Avenue, New York 17, N. Y.

Gentlemen: Please send free copy of "Short Cuts that Save Millions."

C-4

Name _____

Position _____

Company _____

Street _____

City _____ State _____

(Circle number 167 for more information)



New Recordak Reliant Microfilmer gives you up to 80 pictures for 1¢



How public relations helps you launch a new

Public relations can't transform a weak product into a strong one. But if your new product is worthy of success, PR can make it more successful. Even when your product is not startling enough to warrant front-page news coverage, an imaginatively conducted PR program can help you build a bigger market faster.

Public relations can make a more direct and measurable contribution in connection with the launching of your new product than in any other phase of your company's activity.

PR, combined with other methods, can serve as your strongest means of getting your new product known and accepted. On the other hand, if PR is not integrated with advertising and the other aspects of your new product launching, then your introduction may fall well short of anticipated and actually attainable sales during the initial months of merchandising.

How new is your product?

The Department of Commerce offers the following advice to manufacturers: "The chances of developing a new product which the public needs and wants, and which is wholly and completely different from any other product, are extremely small, and therefore it can be accepted that your new product

will enter a competitive market in which it will have to win the battle for orders against stiff, intelligent competition. It will have to be made better, or cost less, or be sold more aggressively and intelligently—preferably all three—in order to win a profitable share of the market."

This is sound marketing counsel and good PR thinking, too.

The "newest" products will get the most extensive news coverage. If your product is simply a dressed-up version of a similar gadget that another company introduced six months ago, you have one strike against you from the start. Your product may have the sales potential the other lacked, but it still isn't *news*.

There are, however, many ways to extract news from a product that lacks all the startling originality of the first wheel.

The "news" may consist of a new size, such as the first king-size cigarettes; a new package may sim-

plify its use, or greater durability may lengthen its life and thus reduce its actual cost. New paints may lack that old familiar odor, dry more quickly, have clearer colors. Outdoor furniture may be waterproof, chip-proof; outdoor play equipment may be safer for children. All these facts are important in the promotion of a product, whether the product itself is actually "the first of its kind."

A sound PR campaign can be planned only on the basis of an honest appraisal of the product. Don't try to delude your PR man into thinking your product is brand new when it's just a modification or improvement on an existing item. Your PR man must deal with reporters and editors whose job is to know business markets thoroughly. An experienced PR man will not allow himself to be misled by the stardust in his client's eyes. He'll want to know everything about the product, and everything you, as the manufacturer, know about competitive products. Far better to tell him all the facts and let him plan your campaign on a realistic basis, than to force him into a false position. The PR man who goes to editors with a "new product" only to be told by them that it's not really an innovation, is off to the worst possible start—and so is your "new" product.

Planning the basic strategy

Your PR strategy depends largely on your marketing strategy. Are you introducing your product na-



To introduce a battery shaver, a "shaving breakfast" for editors

product

by Bill Ruder and David Finn

Ruder & Finn, Inc., New York



From mastodon to frozen bread

tionally, or are you working on an individual market basis? Is your product a high cost per unit item, or something to be sold by the millions in the local five-and-ten-cent store? Are your potential customers part of a specialized group—doctors, lawyers, sportsmen?

The first step in planning a PR campaign is to analyze your market and decide precisely what particular groups you want to reach—and when.

In the 100 major cities of the country there are approximately 5,000 news outlets including daily and weekly newspapers, the foreign language press, radio and television stations, company house organs, and local trade editors.

A local publicity man in any one of these 100 cities knows exactly how to reach each of these potential news outlets, but it takes specialized and time-consuming work

IMPROVED DU PONT
"PHOTO-WRIT"...

WHITER AND
CONTRASTIER
THAN EVER!

The emulsion makes the big difference in improved Du Pont "Photo-Writ." Result: your photocopies look whiter and snappier than ever before.

And there's a new "Photo-Writ" paper for every need:

- A — Thin, semi-matte
- B — Standard weight, semi-matte
- E — Standard weight, luster
- K — Standard weight, semi-gloss, baryta coated
- W — Extra thin, semi-matte

Get more information on the new "Photo-Writ." Mail the coupon below for our free booklet, "Du Pont 'Photo-Writ' Photocopy Papers." It contains useful "how-to-do-it" data for all of your photocopy applications.



E. I. du Pont de Nemours & Co. (Inc.)
Room 2420-17 Nemours Building
Wilmington 98, Delaware

MM 4

- Please send me the free Du Pont booklet, "Du Pont 'Photo-Writ' Photocopy Papers."
 Please have your technical representative call

Name _____

Firm _____

Street _____

City _____ State _____

(Circle number 168 for more information)

Appearance Always Counts



Whether your office is at the North Pole or Main Street, U. S. A., the appearance of your business letters counts a-plenty. That's why appearance-conscious secretaries everywhere insist upon Columbia Ribbons and Carbons to create that correct impression their office correspondence must have. Columbia Ribbon and Carbon Manufacturing Co., Inc., Glen Cove, New York.

Columbia

RIBBONS AND CARBONS

CLASSIC • SILK GAUZE • MARATHON • COMMANDER
PINNACLE • RAINBOW • DH & D
(Circle number 169 for more information)

on his part, and money on yours. A rule of thumb would be \$500 to \$600 a city for a saturation new product PR campaign.

In addition there are about 250 business and new product editors throughout the country who might be interested in your story. And there are probably half a dozen (maybe more) categories of "trade editors," with anywhere from 50 to 500 editors per category who should be given information on your new product.

Whatever your product may be there are literally hundreds, and probably thousands, of reporters and editors who might write about it if they were given the proper information properly prepared for their particular needs. No matter how extensive your PR program may be, there will always be additional reporters whom you will not reach, and with a little more effort, could reach.

The potential is vast. Your PR man's job should be to select from this potential and recommend to you a plan which will fit into your marketing strategy. Your new product public relations budget will be determined largely by this type of planning.

News pegs and introductions

No matter how extensive the pre-planning part of your campaign

CONSUMER PANELS: how to

Authors Bill Ruder and David Finn point out in their article on these pages that public relations can help you market a new product only if the product itself contains real sales merit.

But how can you tell—in advance—whether your new product will win customer acceptance?

In recent years, more and more companies have been turning to consumer panels to predetermine the sales appeal of their products. Such panels—composed of a cross-section sampling of potential customers—have saved companies millions of dollars by 1) revealing the reasons why some products should never be marketed, and 2) bringing to light aspects of products that should be improved to make them marketable or more marketable. Further,

is—the part that covers the "when" and "where"—there comes a time when the PR man must add the "how"—the news peg in the story itself, or an unusual method of presenting the story to reporters and editors. Obviously, the character of the introduction should be dictated by the character of the product and the features about it that are actually "new."

News pegs and unusual introductions are not dishonest gimmicks. They are ideas that will help to sell your story to reporters and editors, and finally to capture the attention of your ultimate audience—your customers.

Here are a few suggestions on "how" a new product can be launched:

1. Make use of big names associated with the project.

A well-known designer, engineer or even user of the product can lend his name to the initial PR promotion. Obviously, it should be a person whose very name is news.

Several years ago when a baking company developed the first frozen bread ever to be marketed, the big name approach was used with almost unparalleled success. The head of the company recalled reading one of Admiral Byrd's books in which he told of finding frozen mastodon meat, thousands of years old, which, when thawed,

pretest a new product

pretests using consumer panels have helped many firms increase their new product sales and profits by revealing the product features that have special appeal and that can be played up in merchandising and sales promotion.

In addition to serving as a guide in evaluating market potentials, consumer panels are used to help sellers ascertain brand position, establish quality controls by comparison of a product with competitive products, gauge customer use habits—and solve other marketing problems.

One of the most highly respected organizations providing consumer panel services has recently published an objective, 16-page booklet detailing the operation. For a free copy, circle number 240 on the Reader Service Card.



want
fully
automatic
FLOOR CARE?
get the 
LINCOLN
SCRUBBER
VACUUM...

ONE MACHINE DOES 5 JOBS:

spreads solution, scrubs, rinses, picks up, dries

You, too, will find big dollar savings with a modern efficient Lincoln Auto-Scrubber. Outperforms 5 to 36 men using deck scrub brushes and mops. Does all the work in a single automatic operation. Five models, 18" to 60" scrubbing width for all floor sizes, 2,000 to 1,000,000 sq. ft. or more. Available electric, gasoline, liquid propane, explosion-proof. Ask for free demonstration.

TYPICAL USERS: Parke-Davis Co. • American Cynamid Co. • Conrad Hilton Hotel • Western Union Telegraph Co. • American Tobacco Co. • Lever Brothers Co. • Chrysler Corporation • Northwestern Univ. • Trans World Airlines

**PICK
YOUR
FLOOR
AREA**

Competitive demonstrations prove the superiority of Lincoln over any other make!

Floor area figured in square feet	8 hours	3 hours	318—9.2 minutes
2,000			
10,000	40 hours	15½ hours	518—46 minutes
30,000	120 hours	77½ hours	524—2.9 hours
120,000	480 hours	182 hours	530—4.4 hours
300,000	1200 hours	467 hours	537—9.0 hours
1,000,000	4000 hours	1530 hours	540—10.8 hours

Compare the savings in time of 1 man with deck scrub brush and mop; with 16" scrubber and vacuum with 13" squeegee against 1 man with a Lincoln Auto-Scrubber!

FOR BUYING FACTS WRITE

The Lincoln Auto-Scrubber is manufactured by Lincoln Floor Machinery Co., Chicago.

AMERICAN®
FLOOR MACHINE CO.
ESTABLISHED 1903

572-A So. St. Clair St.

Toledo 3, Ohio

PERFORMANCE PROVED MAINTENANCE MACHINES • SALES AND SERVICE IN PRINCIPAL CITIES

(Circle number 170 for more information)

SAVE TIME and MONEY

on price lists... parts lists...
directories . . . catalogs . . .
indexes . . . etc. . . .

ACME VISIBLE

photo panels the quick, easy way to reproduce lists...



JUST TYPE



PHOTOGRAPH



REPRODUCE

Save time and expense of typesetting; your typewriter is your compositor. Each line typed on individual card. Revisions quickly made, listings added or deleted, page arrangements changed and illustrations or headings added.

Always available for instant reference or use, easily kept up to date in your office and under your control, conveniently and compactly filed.

Reproductions can be made any proportionate size and printed by offset, planograph or other methods of commercial or office reproduction.

DISTRICT OFFICES AND REPRESENTATIVES IN PRINCIPAL CITIES

Atlanta, Ga., 404-522-5050
Chicago, Ill., 312-527-5080
Cincinnati, Ohio, 513-221-5090
Houston, Tex., 713-524-5090
Los Angeles, Calif., 213-637-5090
Milwaukee, Wis., 414-768-5090
Minneapolis, Minn., 612-871-5090
New York, N.Y., 212-585-5090
Philadelphia, Pa., 215-522-5090
St. Louis, Mo., 314-861-5090
Seattle, Wash., 206-467-5090
San Francisco, Calif., 415-552-5090
Toronto, Ontario, Canada, 416-486-5090
Vancouver, B.C., Canada, 604-542-5090
Montreal, Quebec, Canada, 514-871-5090
Winnipeg, Manitoba, Canada, 204-633-5090
Calgary, Alberta, Canada, 403-243-5090
Edmonton, Alberta, Canada, 403-449-5090
Victoria, British Columbia, Canada, 250-412-5090
Victoria, British Columbia, Canada, 250-412-5090

Ask the man from Acme to show you examples

ACME VISIBLE RECORDS, INC., Crozet, Virginia

C-457

- Send us more information and literature on Photo Panels.
- We are interested in Acme Visible equipment for _____ records.
- Have representative call. Date _____ Time _____
- | | |
|---------------|------------------------|
| Company _____ | KIND OF RECORD |
| Address _____ | Time _____ |
| City _____ | Zone _____ State _____ |

(Circle number 171 for more information)

was as fresh as if it had been killed the day before. Result? Admiral Byrd was the guest speaker at a press luncheon for food editors; the story was front-page news all over the country, and the *Reader's Digest* ran the story six months later.

2. Find a clever and interesting way of presenting the product to the editors.

This is a good technique to remember when the celebrity treatment mentioned above cannot be utilized. Something a little unusual will set the product above those that are introduced by a routine press release.

When a manufacturer of electric shavers developed a battery operated model, the PR men decided to introduce it market by market through the country in a series of special "shaving breakfasts" for local editors. Through this unusual method the editors became personally intrigued with the advantages of the shaver.

The manufacturer of Flav-R straws, deciding that a press conference or luncheon was unwarranted, sent cartons of milk to editors with their new straws packed with the milk.

This type of personal treatment gets your product right into the editor's hands, demonstrates its value and provides that extra touch that may mean the difference between thorough editorial treatment and none at all.

3. Play it straight.

This no-nonsense approach can and, indeed, should be used when the product news is sufficiently clear-cut to warrant handling by simple distribution through the mails of well-prepared materials.

Recently, for example, a company developed a large loom that sold for about \$40,000. The "newness" of the product lay in its relative size to previously produced models and the increased efficiency it offered. A top-notch industrial photographer was retained to take a series of photos especially geared for news purposes, and the portfolio was distributed to key editors accompanied by well written engineering and production information. This "straight" approach paid off in excellent coverage.

Another case in point was the introduction of an antiseptic cream which serves the same purpose as iodine but does the job more effectively and painlessly. As an important contribution to the proprietary drug field, the product obviously needed no special gimmicks. The PR men prepared a series of articles on what this new cream would mean to the housewife, the doctor, the sportsman, the teacher, and others. This collection of press releases, accompanied by photos illustrating each point, was distributed as a press kit (with a sample of the product included) to more than 1,000 editors. The entire program was completed in six months, which is a good average for a new product introduction campaign.*

Other do's and don'ts

No matter how carefully you and your PR men plan over-all campaign strategy there are lesser areas where things can go wrong—or go right, depending upon the foresight of your public relations team and your own realistic attitude towards your product.

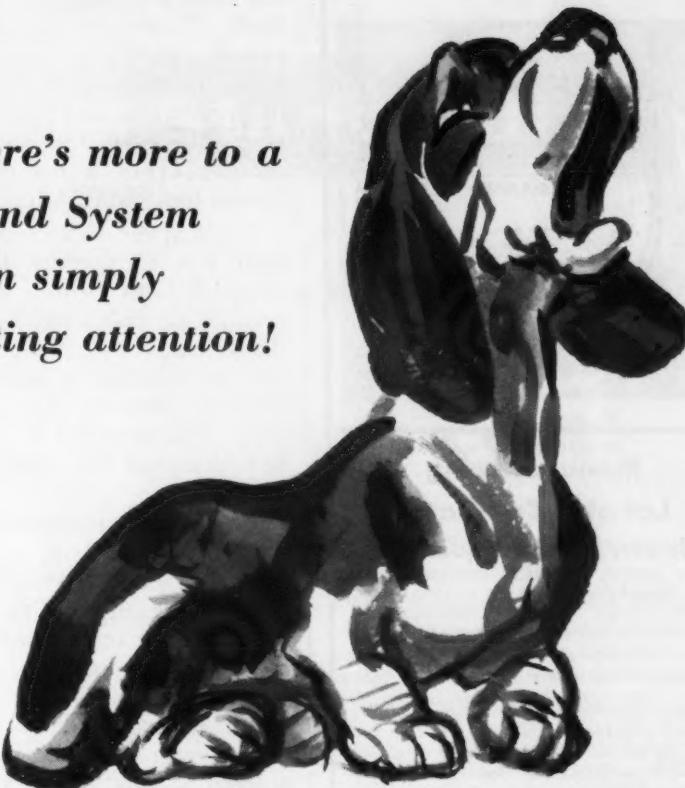
Here are some do's and don'ts to bear in mind—general rules that will help avoid all-too-common mistakes.

1. *Don't* mix potential customers and newsmen at the same luncheon, dinner or cocktail party when presenting your new product. These two groups have different interests, and you must slant your presentation to meet their special interests. You can afford to "sell" the potential customers; after all, they are interested in what your product can do for them. But if you try to "sell" a newspaperman he will undoubtedly be annoyed.

2. *Don't* expect blazing headlines as a result of your new product announcement. Launching a new product is like opening a Broadway play; you never know what the critics will say, no matter how experienced you are. Be confident that even if you don't get the big play you were hoping for, a good, workmanlike new product PR campaign will pay its way.

3. *Do* recognize that new product publicity, in addition to boost-

***There's more to a
Sound System
than simply
getting attention!***



MODERN INDUSTRY ACROSS AMERICA

DEPENDS UPON DUKANE SOUND SYSTEMS!

**HERE ARE SOME OF THE BENEFITS THAT COMPANIES
SUCH AS FORD MOTOR, PARKER PEN AND CONVAIR
GET FROM DUKANE:**

**VOICE PAGING • EVACUATION ALARM
PLANT PROTECTION • CIVIL DEFENSE • WORK MUSIC**

Alert management throughout industry is depending more and more upon DuKane central sound systems for greater efficiency in office and plant operation! DuKane systems may be engineered to any requirement regardless of size and scope of the plant. Sold and serviced by a nationwide organization of experienced engineering distributors. For the cost-saving details fill in and send the coupon today!



Control Console at Parker Pen that operates a multiple bank of high power amplifiers.

PIONEER ELECTRONICS SPECIALISTS AND MANUFACTURERS OF SOUND SYSTEMS, AUDIO VISUAL DEVICES, INTERCOMS, TELEPHONE SYSTEMS AND ELECTRONICS FOR THE ARMED FORCES.

Flexifone Intercom • Nurses' Call Systems • School Sound Systems • Micromatic Sound Filmstrip Projector • Private Telephone Systems

Write for the facts

Please send full information on DuKane Central Sound Systems for industry and office

**DuKane Corporation, Dept. MM-47
St. Charles, Illinois**

NAME _____

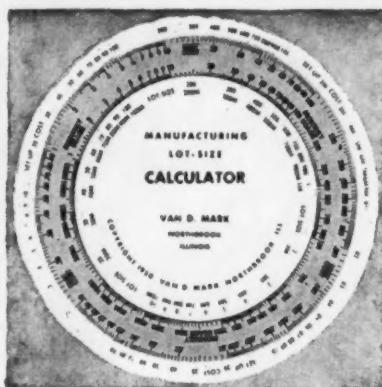
ADDRESS _____

CITY _____ STATE _____

FIRM _____

(Circle number 172 for more information)

*A copy of the outline for this campaign can be obtained by writing the authors in care of MANAGEMENT METHODS.



**Manufacturing
Lot-size Calculator
For correct order quantities**

The Calculator answers the question: "How much to make?". With the Calculator each stock item is ordered in just the right amount, so the inventory as a whole is maintained at its most efficient level.

Usage, set-up cost and unit cost are considered by the accredited formula. Easy to read and use, no decimal points to place, of sturdy plastic construction, the Calculator is only \$6.00 each from:

VAN D. MARK
P. O. Box 67, Mt. Clemens, Michigan

(Circle number 184 for more information)



**REPLACE
WORN, BROKEN TABS
WITH Smith's
OPNWINDO
Steel Guides**

Remove old tabs—slip these movable, clamp-on guides easily into place.

Available in 1" and 2" widths. Packed 25 to box with labels in strips for easy typing. Also alphabetic labels to 200 subdivisions.

Hundreds of other uses to save time, improve filing. See your office supply dealer or write direct.

CHARLES C. SMITH, INC.
EXETER, NEBRASKA

For more than 50 years, a complete line of time-saving signals and indexes

(Circle number 175 for more information)

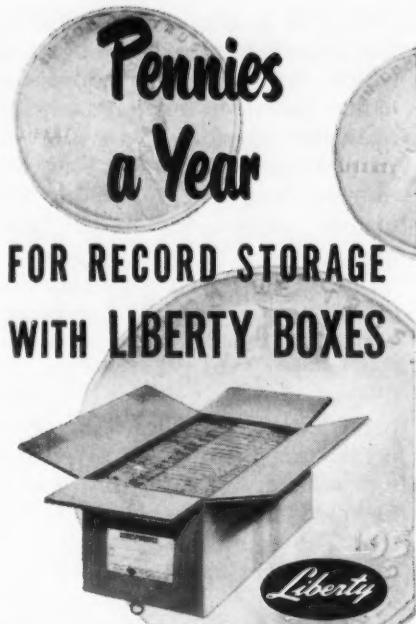
ing sales, is actually a valuable tool itself. There are many ways to merchandise your new product publicity; to make it, in effect, do its work again and again for both your sales staff and your customers (see "How to use publicity as a sales tool," MM, Jan., '57).

4. Do spend more money rather than less to prepare the proper material, both written and photographic, for the press. Be sure that the releases and photographs are not "advertising" in nature; no retouched pictures, no "hard sell" copy. This material is (or should be) designed for direct use by editors.

5. Do give special thought to all possible newsmaking activities in your new product campaign. The actual unveiling of the product may be only one of many pieces of news you have to announce. You may have formed a new division to manufacture the item; new personnel may have been appointed to handle it; a special advertising campaign planned for its promotion; new distributors appointed to sell it. All these facts can supply additional news pegs for secondary releases, each one of which emphasizes again and again the fact that your company has introduced a new product.

6. Do think of other-than-routine follow-up stories—an "extra" public relations campaign for your product once the initial introductory work is completed. This is the time when more creative public relations activities can be undertaken. Special PR programs designed for individual organized groups (the Boy Scouts, various special interest clubs) for communities, schools and so on will help to build a deeper awareness of your product in the minds of the public, and insure future sales.

A public relations program should be a continuing, integrated segment of your total merchandising structure. If it is not, then the opportunities offered by the introduction of a new product should provide the incentive for testing the value of a PR campaign. Public relations is not something that can be handled effectively as a sideline by one of your junior executives; it is a tool that can be employed best by an expert. m/m



Keep inactive records safe, clean and neat with Liberty Storage Boxes. You'll find them sturdily built... and so economical. The cost of Liberty Box over a ten-year period figures out at just pennies a year! Write today for free catalog—find out how Liberty Boxes can help you lower record storage costs. Sold by stationers and office equipment dealers from coast to coast.

BANKERS BOX CO. Dept. MM-4
2607 North 25th Avenue • Franklin Park, Illinois

(Circle number 174 for more information)

INQUIRIES INVITED

Can we help you—or your firm—print or publish, write or edit, any of the following:

HOUSE MAGAZINES
ASSOCIATION OR CONVENTION
NEWSPAPERS
ANNUAL REPORTS
COMPANY HISTORIES
BOOKS OF PROCEEDINGS

Management Publishing Corporation, a wholly-owned subsidiary of Management Magazines, Inc. (publishers of Management Methods) is now staffed to assist companies or individuals with problems requiring a high degree of professional publishing skill. The full editorial and technical resources of our parent company are available on a service fee or participation basis.

For more information, phone or write:

RICHARD R. CONARROE
Executive Editor

MANAGEMENT PUBLISHING CORP.

22 West Putnam Avenue
Greenwich, Connecticut
Phone GR. 8-7330

(Circle number 173 for more information)

MANAGEMENT METHODS

Plant site

(Continued from page 43)

up this convenience for the uncertainty of fringe area service.

Firms relying on LTL shipments are best advised to investigate suburban trucking service *before* making the move. Many firms have found suburban tax savings eaten up by the cost of an additional truck or station wagon needed just to pick up and deliver from city truck and rail depots to avoid delays.

The degree to which distance from major financial institutions creates a problem will, of course, vary widely with individual circumstances. Except for payroll purposes, this was not a major consideration for Soabar. However, for firms relying on bank financing or factoring, distance can prove a barrier in more ways than one. Lending institutions are subject to human emotions, and being geographically close to them can often put a firm "closer" to money markets.

These urban advantages were weighed against the city's disadvantages—high taxes (real estate and other), traffic congestion, air pollution (from neighboring plants, as well as from the standpoint of meeting the city's anti-pollution standards) and high ground costs.

These factors were studied in light of the previously considered suburban sites for a new plant. And it was here that the real work had to begin. All factors pointed to the city as the best location for Soabar. But how could the additional room be provided for an efficient working arrangement?

Urban expansion

It was here that Soabar's management team crystallized its thinking in terms of workflow and possible physical layouts in relation to production efficiency. It was found that the original thinking about a one-floor layout, which had been proposed for the suburban plant, was like using a jet plane to fly from Philadelphia to New York—an unnecessary luxury. From conferences and work studies it was determined that a two-story addition to the present plant could



Standardize

... and save
up to 32%
cost!

Baltimore Business Forms assures predetermined delivery dates, outstanding quality, expert designs. Many companies are paying through-the-nose because they're not sure their particular form problems can be solved by standardization. Other companies worry about delivery. You can relieve any anxiety by inviting a Baltimore Business Forms expert to investigate. And, if possible, he'll develop cost-cutting standard forms that can be used throughout your operation.

Investigate your forms for wasteful frills

Here's your chance to cut out costly frills and still maintain your company's *business form* personality. By standardizing paper sizes, inks, numbers, carbon and colors... with other leading businesses (who have similar business form problems), you assure your company an initial *money saving* up to 32%. Predetermined printing dates *guarantee* prompt delivery. Your Baltimore Business Forms representative will tell you exactly when the next production run will be.

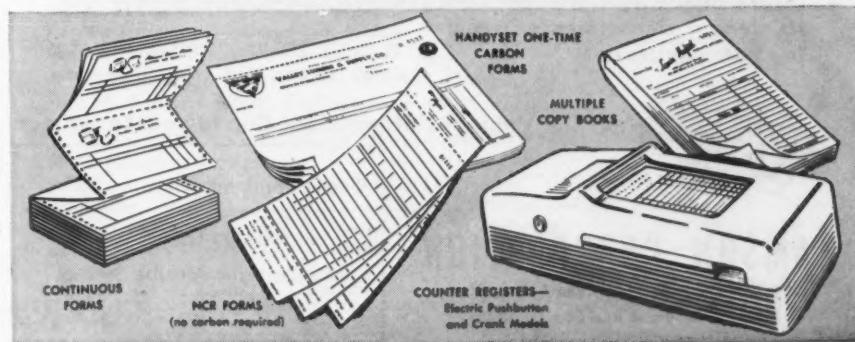
Call or write today

For free samples and information call our local representative listed in the Yellow Pages, or write direct to: THE BALTIMORE BUSINESS FORMS CO., Dept. A, 3142 Frederick Ave., Baltimore 29, Md.

The Baltimore Business Forms Company

(THE BALTIMORE SALESBOOK COMPANY)

Saving time and reducing costs in business and industry



(Circle number 176 for more information)

LAMSON AIRTUBE SYSTEMS

**SAVE Men...
Minutes...
Materials...
MONEY!**

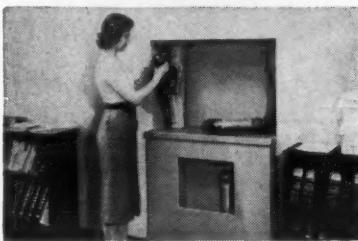
A Lamson Airtube System has speeded order processing and reduced distribution costs at Food Fair Stores' modern 9-acre warehouse in Linden, N. J.



Lamson Airtube® Systems streamline entire operations in offices, department stores, institutions and plants. They provide fast, continuous inter-communication of thousands of important details—smoothly, almost automatically, consuming no personnel time whatsoever, at savings of up to 40% over previous methods.

Although applications for Airtubes are virtually unlimited, and their time, labor and equipment savings many, these are but a few of the ways they can work for you, *regardless of the size of your operation:*

1. **Free messengers for productive work.**
2. **Distribute mail, small tools, etc., rapidly and accurately.**
3. **Eliminate delays in clearing orders for shipment, and jobs for production.**
4. **Insure steady flow of paperwork to clerical departments, avoid batch deliveries.**



Commerce Clearing House speeds production of tax, business law reports with an 11-station Airtube System connecting editorial, printing and office departments.

Valuable Information! Clip to Your Letterhead

LAMSON

LAMSON CORPORATION

113 Lamson Street, Syracuse 1, New York
Plants in Syracuse and San Francisco
Offices in Principal Cities

(Circle number 177 for more information)

Please send me these bulletins:

- "Airtube on Target"
 "Automatic Airtube System"

113

Plant Site

provide all the needed additional facilities.

It was found that if five properties adjoining the plant, on which homes stood, could be obtained, space would be available to meet not only immediate expansion needs, but future needs as well. The owners of the five homesites were approached and found willing to sell at reasonable figures.

Soabar has always believed strongly in good community relations. Before completing the transactions for the purchase of these homesites, Soabar employees and executives made personal calls on all families living in the vicinity, told them what the company wanted to do (even showing color sketches of the proposed addition) and asked these residents how they felt about the expansion plan. All homeowners in the area appreciated this courtesy and Soabar received a 100% vote of confidence.

The properties were purchased, the homes razed, and work was begun for the erection of the plant addition. The job was planned so that time could be saved by moving departments into the new building as various sections were completed. Over-all costs for the entire job were far below what it would have cost to uproot and build a new plant on "cheap" suburban ground.

Perhaps other firms with a yen for country living might profit by Soabar's example, and give full consideration to what can be done in their own backyards.

To move or not to move?

No one rule, of course, can apply to everyone. Each firm will have to weigh all the facts concerning its own operation and needs before deciding the best solution.

As a general guide, however, the following considerations should prove helpful in deciding whether to move or not to move—and where:

- Analyze your requirements from the standpoint of square footage required. Invite your production heads to contribute their ideas on the advantages and disadvantages of several plant layouts (a one-

floor layout may be a costly luxury in the long run for some firms; it may be a competitive necessity for others).

■ Determine the physical maintenance costs of your present plant per year. Some firms may find—to their surprise—that what they are spending for maintenance could be paying for a new building.

■ Estimate your moving costs and add in lost production time and other hidden costs of moving.

■ Take into consideration shipping and receiving difficulties you will encounter in a suburban area which will create continuing expenses above and beyond those incurred in the city (extra vehicles, maintenance, salaries and the contingency of possible production interruptions due to delayed deliveries).

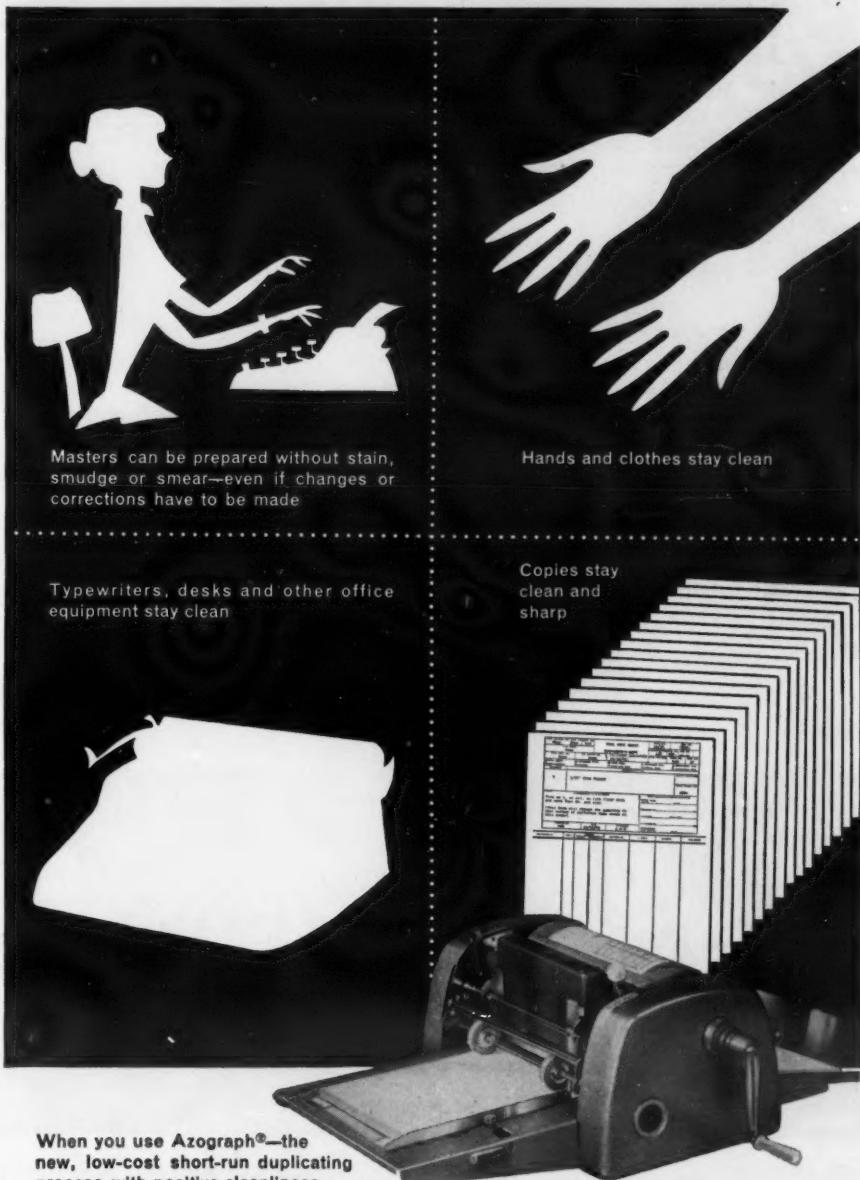
■ Analyze labor sources carefully for all areas under consideration. Determine as closely as possible the number of skilled, experienced personnel you might lose (or gain) by moving.

■ Add to suburban taxes the possible hidden costs of fire protection, increased insurance costs, sewage disposal and maintenance.

■ Consider that taxes, currently one of the suburb's chief advantages, may soon become less attractive. Partly due to the increased population brought to them by industries, the suburbs are faced with building new schools. Of course, most big cities are undergoing school construction, too. But the difference is that suburbs will be building solely with low-value dollars. The cities (having built their schools over a long period of time) base their tax structure on the average of their many years of construction with high-value—as well as low-value—dollars. While it is the suburbs' earnest desire to keep taxes low, if they continue to grow at their present rate some areas may be forced into substantial increases.

Careful evaluation of all these factors will make your move a wise and profitable one. And the surprisingly little time and money required for such a study will prove to be one of the best insurance policies you've ever bought. m/m

Office Duplicating can be **clean...**



Masters can be prepared without stain, smudge or smear—even if changes or corrections have to be made

Typewriters, desks and other office equipment stay clean

Hands and clothes stay clean

Copies stay clean and sharp

When you use Azograph®—the new, low-cost short-run duplicating process with positive cleanliness.



A·B·DICK®
AZOGRAPH • OFFSET • SPIRIT • MIMEOGRAPH
IMPRESSION PAPERS • FOLDING MACHINES

Mail coupon for more information

A. B. Dick Company, Dept. MM-47
5700 Touhy Avenue, Chicago 31, Illinois

Please send me more information about Azograph—the new, positively clean duplicating process.

Name _____ Position _____

Organization _____

Address _____

City _____ State _____

(Circle number 178 for more information)

PROFILE OF A NEW KIND OF MANAGER

(Continued from page 54)

planned before the course begins. The men taking the course are warned in advance that failure to qualify in this course might mean a limited future with the company. After "graduation" these men receive further training from their district manager before they start calling on customers alone.

Q.: What do these men study?

Dixon Jr.: Basically, the course includes three days of orientation at the Pittsburgh home office, four weeks of Rockwell and "psychological salesmanship" training, seven weeks of product training in service department methods, repair parts, advertising aids and salesmen's paperwork procedures. Product training is carried out at five Rockwell plants, each making a different product classification.

Q.: Do you set up a special train-

submitted to company executives and product managers for review and revision as necessary. These lectures—together with charts, drawings and other supplementary material—are bound in five separate manuals, about 200 pages per manual. Each one covers a specific phase of the training, and copies are provided for each "student."

Q.: How about shop training for salesmen?

Dixon Jr.: Shop training is intensive and is heavily emphasized. All principal Rockwell meter and valve products are taken apart, reassembled and tested. The same is done with all important competitive products. During shop sessions, we assign one instructor for each two students to make sure of personal attention.

Q.: How is management informed

instruction on assembly and disassembly, interest, ability to express thoughts, personality, appearance and general conduct.

Q. You mentioned psychological salesmanship? What does that include?

Dixon Jr.: We find that product knowledge and sales techniques are only part of a man's needs. A sound training plan must also be geared to the psychological needs of the trainee as an individual.

Q.: Do you mean building a man's interest in his job?

Dixon Jr.: To attract and keep top drawer men as career salesmen, we must effectively but unobtrusively sell selling and the importance of being a salesman. We must create



"To attract top men, we sell the importance of being a salesman."

Dixon Jr.

ing department for this or use a company faculty?

Dixon Jr.: Altogether some 100 Rockwell employees from board chairman to shop men take part as instructors in various phases of the training. Incidentally, we conduct training "schools" for these shop men to help them become better instructors. To make sure each instructor contributes information of most value to sales engineers, lectures are written out in advance or outlined in detail. They are then

of progress made by the trainees?

Dixon Sr.: Complete individual records are kept on each man—including results on the 50 or more written quizzes. Special evaluation forms are filled out on each student during each phase of training by at least two qualified sales management officials.

Q.: What factors are given the heaviest weight in this evaluation?

Dixon Sr.: The reports cover attendance, classroom assimilation, mechanical aptitude, retention of

interest and job challenge—it can't be done by medicine show techniques like the piano-pounding and back-slapping Monday morning sales meetings. We want our program to turn out self-sufficient, order-producing men. We want each to have confidence in himself, in his sales techniques, and in his ability to perform his sales responsibilities effectively.

Q.: So much for the new men. What about keeping the regulars up to date?



"To design and tool for special production runs is a poor gamble."

Rockwell

Dixon Sr.: We never stop training. All men in the field are brought back for refresher courses—at what we call the "second level" of training. And on top of that we have added a "third level"—a series of "information exchange" sessions attended by top salesmen from every corner of the country. Actually, we often learn as much from these sessions as the salesmen attending them.

Q.: How fast does management get company-wide sales information?

Dixon Sr.: We've devised a system to get complete operating reports of each division's activities five working days after the month ends. This is financial material, and it tells us where we stand quickly. This information can be put to use immediately while opportunity for effective action is greatest. Our consolidated statements show sales,

sales costs and manufacturing costs, general expenses and gross and net profit. We've had to set up special procedures, such as schedule cut-off dates, and deal with representative values in order to get information this fast, but we've found it gives us greater flexibility and a time advantage.

Q. What about market research? How does this fit into your marketing operation?

Rockwell: Our market research department was formed in 1946 to help us try to get the fullest possible return from all potential markets. It's a staff function, ultimately reporting to the president. This setup is aimed at emphasizing long range objectives rather than today's problems.

Q.: What specific marketing opera-

tions has the department been involved in?

Dixon Sr.: A while back we called on market research for analysis of a line of valves dissimilar to those we now make. We knew the tooling and sales introduction costs would be heavy. We wanted to know if our timing was right.

Q.: What did they do?

Dixon Sr.: They conducted a comprehensive survey—visited users, jobbers, manufacturers and suppliers of materials. They stressed applications, sizes, and then related their facts back to market potentials.

Q.: What did they recommend?

Dixon Sr.: They said we were premature—that we should continue experimenting and wait until signs of a trend appeared, particularly in reference to sizes needed.

(Continued next page)



"We've met
the problem
of training
head-on."

Dixon Jr.

So far it looks like they were right, it's a "cat and dog" market and no one has an acceptable standard valve yet.

Q.: How about tomorrow's products? Can research and development be carried out effectively over such a broad range of products and markets as you now have?

Rockwell: We think so. We spend about 2½% of sales on research and development. Research facilities are maintained at 15 laboratories with about 250 of our people engaged on research, engineering and development problems.

Q. Are most Rockwell products developed internally or picked up in buying new companies?

Dixon Sr.: It's a mixture, but we can't afford to gamble that we'll be able to make every acquisition we'd like, so we invest heavily in research. I'd say that more new products came from research and development than acquisitions in the last five years. We expect some interesting new developments from them in the future too.

Q.: What sort of products are they working on?

Dixon Sr.: As for the broad outlines of what we're doing, I can say we are emphasizing magnetic, electro-magnetic and electro-me-

chanical measuring instruments in the meter and valve division and comprehensive study on applications of present products to atomic energy uses. We are also emphasizing product improvements, new methods of power and new methods of cutting materials in the Power Tool Division.

Q.: Can you give a specific example?

Dixon Sr.: Probably the best example in recent months is our new "T-70" tank truck meter which we're about to market. The technical details probably wouldn't mean much to you, but, to oversimplify, it has improved accuracy, higher capacity, less weight and a compactness not found in today's meters.

Q. What are you doing in the area of atomic energy?

Rockwell: Just about every company president today will assure you his company is making serious investigations into the effect of atomic energy technology on his company's products. I can make that statement, too, but I'd like to explain our current thinking. Reactor technology is still experimental and subject to rapid change. To design and tool for specials in the hope of profitable production runs is a poor odds gamble

if the process becomes obsolete. We are approaching atomic energy from the research and development angle rather than the production angle.

Q.: Where is this work done?

Rockwell: A fair-sized part of our East Chicago laboratory has been set aside specifically for product experimentation in atomic energy problems. A study group manned by our top product engineers and the East Chicago staff is directed by our vice president of research. It is charged with the responsibility of evaluating true potentials in the atomic energy field.

Q.: Then your policy is not to rush into this field?

Rockwell: I hope we're never so blinded by the glamor or mystery of atomic energy that we fail to realize the products we furnish must meet the same profit standards we require for a return on investment in any new market we enter.

Q.: But Rockwell products are being used today for atomic energy purposes, aren't they?

Dixon Sr.: Yes they are. We have an important stake in the industry that produces the world's electrical requirements. We have furnished valves and measuring equipment for the construction of existing experimental reactor processes and expect to continue to do so. We've learned a great deal about corrosion and radio-activity problems and will learn more—but we won't plunge off into speculative production just to say "we're in atomic energy too."

Q.: What about your Canadian market, Mr. Rockwell? Is it growing?

Rockwell: The Canadian portion of our business is definitely growing. We bought a Canadian company in 1953. They continue to make and sell Beaver power tools and a line of electrical conduit fittings. A number of our products have been sold in Canada for a long time, but we actually began manufacturing Rockwell products there a little less than two years ago.

Q.: What Rockwell products are you selling there?

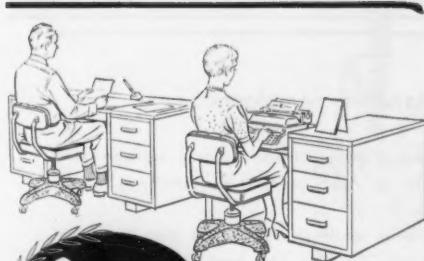
Dixon Sr.: Rockwell gas meters, regulators and other measuring and control devices are made at our Guelph, Ontario plant. As time goes on we plan to enlarge our operations in making more of our gas, petroleum and Delta power tool products in Canada for Canadian requirements.

Q. *What's your formula for selling other export markets?*

Rockwell: International markets, subject to uncertainties of international politics, can appear, disappear and change with startling suddenness. To sell abroad you must be aggressive. Business doesn't come over the transom; we send men into the markets and we back them with consistent advertising and on-the-spot merchandising. Servicing is another fundamental. Distance from supply source, less brand knowledge and less engineering knowledge makes service abroad even more important than it is at home. Flexibility is our third working principle. Credit

"Basically, we are a young man's company."

Rockwell



Sturgis designs a new all purpose chair



for America's army of men and women office workers . . .

The seat is thick with foam rubber. The posture-curved backrest cradles the small of the back in still more foam rubber. And you can scuff the fiber glass base incessantly—you'll never mar it. It's a comfortable chair, a rugged chair, and best of all, a low priced chair. Ask your Sturgis Dealer to show you the 840-G. The Sturgis Posture Chair Company, Sturgis, Michigan. Address inquiries to The Sturgis Posture Chair Company, General Sales Offices, 154 East Erie Street, Chicago 11, Illinois.

(Circle number 180 for more information)

How to Get Things Done Better and Faster



BOARDMASTER VISUAL CONTROL

- ★ Gives Graphic Picture—Saves Time, Saves Money, Prevents Errors
- ★ Simple to operate—Type or Write on Cards, Snap in Grooves
- ★ Ideal for Production, Traffic, Inventory, Scheduling, Sales, Etc.
- ★ Made of Metal, Compact and Attractive. Over 100,000 in Use

Full price \$49⁵⁰ with cards

FREE

24-PAGE BOOKLET NO. M-400
Without Obligation

Write for Your Copy Today GRAPHIC SYSTEMS

55 West 42nd Street • New York 36, N. Y.
(Circle number 179 for more information)

FILE INDIGESTION?

CAUSE:

A diet of the same old filing systems, warmed over.

CURE:

Oxford PENDAFLEX[®] "INTEGRATED NAME FILE"

(The first NEW filing method in 50 years.)

- Only ONE pre-filing sort, not 4 or 5.
- All papers of one customer filed in one place.
- Space positively reduced.
- Paper flow speeded 50% or more.
- All this and PENDAFLEX hanging folders too.

For information about I.N.F. mail the coupon.

Oxford - FIRST IN FILING SYSTEMS AND SUPPLIES.



Oxford Filing Supply Co., Inc.
16 Clinton Road, Garden City, N. Y.

Send details of Integrated Name Filing to:

Name _____

Address _____

City, State _____



(Circle number 181 for more information)

DIVERSIFICATION: planned vs. non-planned

Why does Rockwell stress long-range planning in its diversification program? This statement made by President Rockwell before an AMA conference recently gives at least part of the answer:

"I'll not deny that some real money has been made by companies that have put together a conglomeration of diverse products. But this has been in the postwar period of tremendous growth in population and markets. It has not been proven sound over a long period of time. I can think of one company that was very successful prewar, then went into a broad diversification program postwar—and kept increasing volume and earnings until 1956. Last year the company made approximately \$10 million on its prewar products, but lost twice that much on the 'diversified' products it had acquired during the past 10 years."

day ma
for man
by its c
it loses
tor in t
the cust
Q.: Wh
Rockwe
been ou
top line
philoso
to the
Manage
tions

Q.: Is it really worth all the extra work required?

Rockwell: We think it is. It's a very worthwhile and growing part of our business. Diversity in marketing is just as healthy, we believe, as diversity in products.

Q.: Can you give an example of

TODAY'S AIR FLOW DESIGN

MATCH PLAY
in modern office chairs

man sized....

New tilting-type swivel base chairs and side chairs to match, with or without arms . . .

Matched chairs with a modern massive feel, engineered to keep the modern man comfortably alert throughout the business day. Renowned Cramer construction quality, with all four models foam-cushioned and fitted with removable covers, and adjustable-tension tilt mechanism on easy-action swivel base chairs. Ask your dealer to show you

Cramer CHALLENGER
man-sized chairs

CRAMER POSTURE CHAIR COMPANY, INC.

Dept. MM47, 1205 Charlotte, Kansas City 6, Mo.

Write for Helpful FREE BOOKLET, "How to Choose Office Chairs for Today and for the Future"

(Circle number 182 for more information)



"We're always finding ways to cut costs."

Maxwell

Rockwell merchandising abroad?

Maxwell: One valuable method we find is participation in international trade fairs, in cooperation with the U. S. Department of Commerce. Our Delta power tools were the only American tools displayed at the big Paris trade fair last spring. In the past year they were also exhibited at fairs in Stockholm, Salonica, Baghdad and Kabul.

Q. How is management kept abreast of all these various marketing problems?

Rockwell: We try not to let our management become insulated by the organization chart from every-

day marketing realities. It is easy for management to be so blinded by its own plans and desires that it loses sight of the most vital factor in the success of any business: the customer and his needs.

Q.: What do you do about it?

Rockwell: For a long time it has been our policy to try to orient our top line and staff men to a sales philosophy. We think this is vital to the success of our company. Managers of our manufacturing di-

"We plan operations for the long pull."

Dixon Sr.



visions make calls, with salesmen, on the men who buy (or are not buying) the products they manufacture. Heads of every department, no matter how far removed from selling, regularly attend sales meetings and are required to interpret for the group their function in terms of serving the customer. m/m

Reprints

OF THIS ARTICLE,

together with the first installment published last month, are available at the following prices:

Single reprints	\$1.00
Five reprints	2.50
SIX TO 99	40¢ Each
100 OR OVER	35¢ Each

You can speed up your shipments with fewer people and eliminate costly errors

THE ANSWER—improve your method of addressing shipments. Remember, nothing gets shipped until it's been addressed. Old-fashioned labeling and stenciling methods can seriously delay shipments and waste precious time and labor. You can have the best planned order-filling system and the latest material handling equipment and never get your product off the shipping dock. The real key to an efficient, smooth rolling shipping operation is a modern system for addressing your shipments.

FIRST STEP—Send for this new comprehensive booklet "How to streamline your shipment addressing for speed and economy," describing 7 modern systems for fast, efficient addressing of labels, tags and cartons. It's jampacked with helpful ideas.

HIGHLIGHTS OF THIS NEW ILLUSTRATED BOOKLET

- How to evaluate the efficiency of your shipment addressing operation
- Modern systems for addressing labels and tags
- The latest direct-to-carton stenciling systems
- The key to a better shipping operation
- Integrated shipment addressing, the newest trend in office systems

Your free copy is waiting
Send for it today!



Weber

WEBER MARKING SYSTEMS
Division of Weber Addressing Machine Co., Inc.
Mount Prospect, Ill.
SALES AND SERVICE IN ALL PRINCIPAL CITIES

(Circle number 183 for more information)

ADVERTISING INDEX

Acco Products, Inc.	69	Eastman Kodak Co.	33	Minnesota Mining & Mfg., Co.	70																																																																																																										
Agency: LaPorte & Austin, Inc.		Agency: J. Walter Thompson Co.		Agency: Ruthrauff & Ryan Inc.																																																																																																											
Acme Visible Records, Inc.	92	Felt & Tarrant Mfg. Co.	55	Monroe Calculating Machine Co., Inc.	15																																																																																																										
Agency: E. H. Brown Advertising		Agency: Henri, Hurst & McDonald, Inc.		Agency: Charles W. Hoyt Co., Inc.																																																																																																											
Addressograph-Multigraph Corp.	68	Filmsort Division of Dexter Folder Co.	72	Moore Business Forms, Inc.	34																																																																																																										
Agency: The Griswold-Eshleman Co.		Agency: Philip I. Ross Co.		Agency: N. W. Ayer & Son, Inc.																																																																																																											
Aero Mayflower Transit Co.	12	Friden Calculating Machine Co., Inc.	18, 19	The McBee Co.	11																																																																																																										
Agency: Caldwell, Larkin & Sidener-Van Riper, Inc.		Agency: J. Walter Thompson		Agency: C. J. LaRoche & Co.																																																																																																											
All-Steel Equipment, Inc.	74	The General Fireproofing Co.	II	National Cash Register Co.	23																																																																																																										
Agency: E. R. Hollingsworth & Associates		Agency: The Griswold-Eshleman Co.		Agency: McCann-Erickson, Inc.																																																																																																											
American Floor Machine Co.	91	Graphic Systems, Inc.	101	National Gypsum Co.	32																																																																																																										
Agency: Beeson-Reichert, Inc.		Agency: Diener & Dorskind, Inc.		Agency: Batten, Barton, Durstine & Osborn, Inc.																																																																																																											
American Lithofold Corp.	57	Greyvan Lines, Inc.	5	Olivetti Corp.	61																																																																																																										
Agency: Burlingame-Grossman Advertising		Agency: Robert Conahay, Inc.		Agency: Geyer Advertising, Inc.																																																																																																											
Arnot-Jamestown	52	G. R. Products, Inc.	85	Oxford Filing Supply Co.	101																																																																																																										
Agency: Alfred J. Silberstein, Bert Goldsmith, Inc.		Agency: Norman-Navan, Inc.		Agency: Joseph Reiss Associates																																																																																																											
Art Metal Construction Company	21	The Haloid Co.	59	Peirce Dictation Systems	58																																																																																																										
Agency: Comstock & Company		Agency: Hutchins Advertising Co.		Agency: O'Grady-Andersen-Gray, Inc.																																																																																																											
Aurora Equipment Company	86	Hamilton Mfg. Corp.	4	Pioneer Engineering & Mfg. Co.	28																																																																																																										
Agency: Arthur R. Mogge, Inc.		Agency: Caldwell, Larkin & Sidener-Van Riper, Inc.		Agency: Denham & Co.																																																																																																											
Badger, Inc.	30	Philip Hano Co., Inc.	81	Pitney-Bowes, Inc.	17, 60																																																																																																										
Agency: Kreicker & Meloan, Inc.		Agency: Gibney & Berreca		Agency: L. E. McGivern & Co., Inc.																																																																																																											
Baltimore Business Forms, Co.	95	Harter Corp.	66	Plus Computing Machines, Inc.	71																																																																																																										
Agency: Vansant, Dugdale & Co., Inc.		Agency: Lamport, Fox, Prell & Dolk, Inc.		Agency: Fairfax, Inc.																																																																																																											
Bankers Box Co.	94	The E. F. Hauserman Co.	24	Recordak Corp., Subsidiary of Eastman Kodak Company	87																																																																																																										
Agency: Frank C. Jacobi, Advertising		Agency: Meldrum & Fewsmith, Inc.		Agency: J. Walter Thompson Co.																																																																																																											
Boroughs Mfg. Company	83	The Heyer Corp.	67	Security Steel Equipment Corp.	13																																																																																																										
Agency: Roland G. Spedden Advertising		Agency: Frank C. Jacobi Advertising		Agency: Kenyon-Baker Co., Inc.																																																																																																											
Charles Bruning Company, Inc.	35	International Business Machines	IV	The Shaw-Walker Co.	Cover III																																																																																																										
Agency: H. W. Kastor & Sons Advertising		Agency: Benton & Bowles, Inc.		Agency: J. Walter Thompson Co.																																																																																																											
Business Electronics, Inc.	26	Irons & Russell Co.	16	The Sturgis Posture Chair Co.	101																																																																																																										
Agency: Don L. Burgess Advertising		Agency: Knight & Gilbert, Inc.		Agency: Blaco Advertising																																																																																																											
The Celotex Corp.	1	Lamson Corp.	96	Tab Products Co.	71																																																																																																										
Agency: MacFarland, Aveyard & Co.		Agency: Chapman-Nowak & Associates		Agency: H. M. Leete																																																																																																											
Clarin Mfg. Co.	27	James Lees & Sons Co.	7	Tel Autograph Corp.	25																																																																																																										
Agency: Robert Christopher Advertising		Agency: D'Arcy Advertising Co.		Agency: J. W. Christopher Co.																																																																																																											
Columbia Ribbon & Carbon Manufacturing Co., Inc.	90	Lincoln Floor Machinery Co.	10	Thomas Collators, Inc.	22																																																																																																										
Agency: E. M. Freystadt Associates, Inc.		Agency: Beeson-Reichert, Inc.		The Todd Co., Inc.	65																																																																																																										
Commonwealth of Pennsylvania	2	Longines-Wittnauer Co., Inc.	16	Agency: The Merrill Anderson Co., Inc.																																																																																																											
Agency: Kastor, Farrell, Chesley & Clifford, Inc.		Agency: Victor A. Bennett Co., Inc.		Convoy, Inc.	69	Management Magazines, Inc.	56	U. S. Plywood Corp.	29	Agency: Rex Farrall, Inc.		Agency: D'Arcy Advertising Co.		Agency: Kenyon & Eckhardt, Inc.		Corry-Jamestown Mfg. Co.	63	Management Publishing Corp.	94	Van D. Mark	94	Agency: W. S. Walker Advertising		HOW THEY HANDLE THEIR PERSONNEL	79	Agency: Van Handel Advertising		Cramer Posture Chair Co., Inc.	102	SCIENTIFIC INVENTORY CONTROL ..	73	Vanant Co., Inc.	84	Agency: Lawrence S. Covington Advertising		WORKSHOP FOR MANAGEMENT ..	73	Agency: Van Handel Advertising		Cummington Corp.	14	Manpower, Inc.	26	Veeder-Root, Inc.	86	Agency: Horton, Church & Goff, Inc.		Agency: Fromstein & Levy		Agency: Sutherland-Abbott Advertising		Datomatic Corp.	8	Meilink Steel Safe Co.	57	Wassell Organization	20	Agency: Batten, Barton, Durstine & Osborn, Inc.		Agency: Blaco Advertising		Agency: James R. Flanagan Advertising		A. B. Dick Co.	97	Metalcraft, Inc.	85	Weber Addressing Machine Co.	103	Agency: Fuller & Smith & Ross, Inc.		Agency: Ryder & Ohleyer, Inc.		Agency: Stoetzel & Associates, Inc.		Ditto, Inc.	31	Metropolitan Oakland Area Committee	16	Wellington Sears Co.	64	Agency: Henri, Hurst & McDonald, Inc.		Agency: Ryder & Ohleyer, Inc.		Agency: Ellington & Co., Inc.		Dukane Corp.	93	The Mills Co.	6			Agency: John Marshall Ziv Advertising		Agency: Meermans, Inc.				E. I. DuPont de Nemours & Co., Inc.	89	Minneapolis-Honeywell Regulator Co.	9			Agency: N. W. Ayer & Son, Inc.		Agency: Foote, Cone & Belding			
Convoy, Inc.	69	Management Magazines, Inc.	56	U. S. Plywood Corp.	29																																																																																																										
Agency: Rex Farrall, Inc.		Agency: D'Arcy Advertising Co.		Agency: Kenyon & Eckhardt, Inc.																																																																																																											
Corry-Jamestown Mfg. Co.	63	Management Publishing Corp.	94	Van D. Mark	94																																																																																																										
Agency: W. S. Walker Advertising		HOW THEY HANDLE THEIR PERSONNEL	79	Agency: Van Handel Advertising																																																																																																											
Cramer Posture Chair Co., Inc.	102	SCIENTIFIC INVENTORY CONTROL ..	73	Vanant Co., Inc.	84																																																																																																										
Agency: Lawrence S. Covington Advertising		WORKSHOP FOR MANAGEMENT ..	73	Agency: Van Handel Advertising																																																																																																											
Cummington Corp.	14	Manpower, Inc.	26	Veeder-Root, Inc.	86																																																																																																										
Agency: Horton, Church & Goff, Inc.		Agency: Fromstein & Levy		Agency: Sutherland-Abbott Advertising																																																																																																											
Datomatic Corp.	8	Meilink Steel Safe Co.	57	Wassell Organization	20																																																																																																										
Agency: Batten, Barton, Durstine & Osborn, Inc.		Agency: Blaco Advertising		Agency: James R. Flanagan Advertising																																																																																																											
A. B. Dick Co.	97	Metalcraft, Inc.	85	Weber Addressing Machine Co.	103																																																																																																										
Agency: Fuller & Smith & Ross, Inc.		Agency: Ryder & Ohleyer, Inc.		Agency: Stoetzel & Associates, Inc.																																																																																																											
Ditto, Inc.	31	Metropolitan Oakland Area Committee	16	Wellington Sears Co.	64																																																																																																										
Agency: Henri, Hurst & McDonald, Inc.		Agency: Ryder & Ohleyer, Inc.		Agency: Ellington & Co., Inc.																																																																																																											
Dukane Corp.	93	The Mills Co.	6																																																																																																												
Agency: John Marshall Ziv Advertising		Agency: Meermans, Inc.																																																																																																													
E. I. DuPont de Nemours & Co., Inc.	89	Minneapolis-Honeywell Regulator Co.	9																																																																																																												
Agency: N. W. Ayer & Son, Inc.		Agency: Foote, Cone & Belding																																																																																																													

FIRST CLASS
PERMIT No. 337
(Sec. 34.9, P.L.&R.)
Greenwich, Conn.

B U S I N E S S R E P L Y C A R D

No Postage Stamp Necessary if Mailed in the United States

3¢-POSTAGE WILL BE PAID BY

MANAGEMENT MAGAZINES, INC.
22 West Putnam Avenue
GREENWICH, CONN.



FIRST CLASS
PERMIT No. 337
(Sec. 34.9, P.L.&R.)
Greenwich, Conn.

B U S I N E S S R E P L Y C A R D

No Postage Stamp Necessary if Mailed in the United States

3¢-POSTAGE WILL BE PAID BY

MANAGEMENT MAGAZINES, INC.
22 West Putnam Avenue
GREENWICH, CONN.



M/M's FREE READER SERVICE

For more information on any advertisement or keyed editorial item, simply fill out the card below, circle the appropriate key numbers, detach, and drop in the mail. We pay the postage. Please use card Number 1 first. These cards valid until July 1, 1957.

2

APRIL 1957

100	101	102	103	104	105	106	107
108	109	110	111	112	113	114	115
116	117	118	119	120	121	122	123
124	125	126	127	128	129	130	131
132	133	134	135	136	137	138	139
140	141	142	143	144	145	146	147
148	149	150	151	152	153	154	155
156	157	158	159	160	161	162	163
164	165	166	167	168	169	170	171
172	173	174	175	176	177	178	179
180	181	182	183	184	185	186	187
188	189	190	191	192	193	194	195
196	197	198	199	200	201	202	203
204	205	206	207	208	209	210	211
212	213	214	215	216	217	218	219
220	221	222	223	224	225	226	227
228	229	230	231	232	233	234	235
236	237	238	239	240	241	242	243
244	245	246	247	248	249	250	251
252	253	254	255	256	257	258	259

Please print

Name
 Title
 Company
 Address
 City Zone State
 Number of employees in firm
 Type of business

Send Management Methods for one year at \$5.00 Bill me Bill company

1

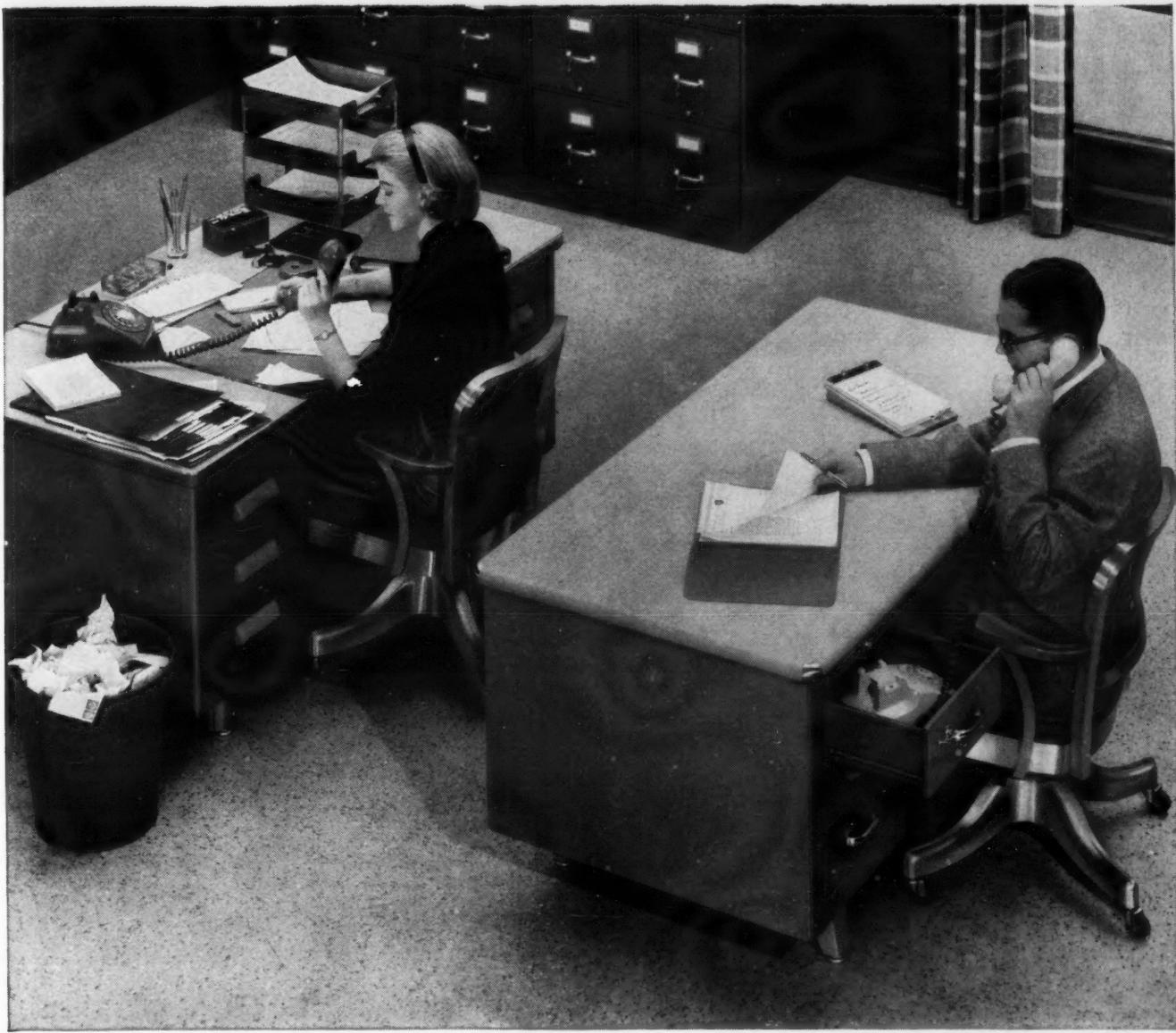
APRIL 1957

100	101	102	103	104	105	106	107
108	109	110	111	112	113	114	115
116	117	118	119	120	121	122	123
124	125	126	127	128	129	130	131
132	133	134	135	136	137	138	139
140	141	142	143	144	145	146	147
148	149	150	151	152	153	154	155
156	157	158	159	160	161	162	163
164	165	166	167	168	169	170	171
172	173	174	175	176	177	178	179
180	181	182	183	184	185	186	187
188	189	190	191	192	193	194	195
196	197	198	199	200	201	202	203
204	205	206	207	208	209	210	211
212	213	214	215	216	217	218	219
220	221	222	223	224	225	226	227
228	229	230	231	232	233	234	235
236	237	238	239	240	241	242	243
244	245	246	247	248	249	250	251
252	253	254	255	256	257	258	259

Please print

Name
 Title
 Company
 Address
 City Zone State
 Number of employees in firm
 Type of business

Send Management Methods for one year at \$5.00 Bill me Bill company



Cluttered top is fault of desk—not the person

Are men really neater than women?

Time-wasting "desk top clutter" can now be eliminated for both men and women

We don't want to get into any argument about the neatness of men versus women. But Shaw-Walker does know that desk neatness and work efficiency have a definite relationship. When new Shaw-Walker "Clutter-Proof" Desks go into an office, *work efficiency and work output go up*. Here's why.

Fully 75% of the things that drift around on top of other desks have a specific place *inside* this desk.

There are off-the-desk trays for incoming, outgoing and pending letters, off-the-desk space for work organizers, work separators, deferred projects, tickler, binders, books, pads, forms, card lists.

Most ingenious of all is an in-drawer wastebasket and provision for in-drawer phone!

With a Shaw-Walker "Clutter-Proof" Desk, *usable working space on the desk is actually doubled*.

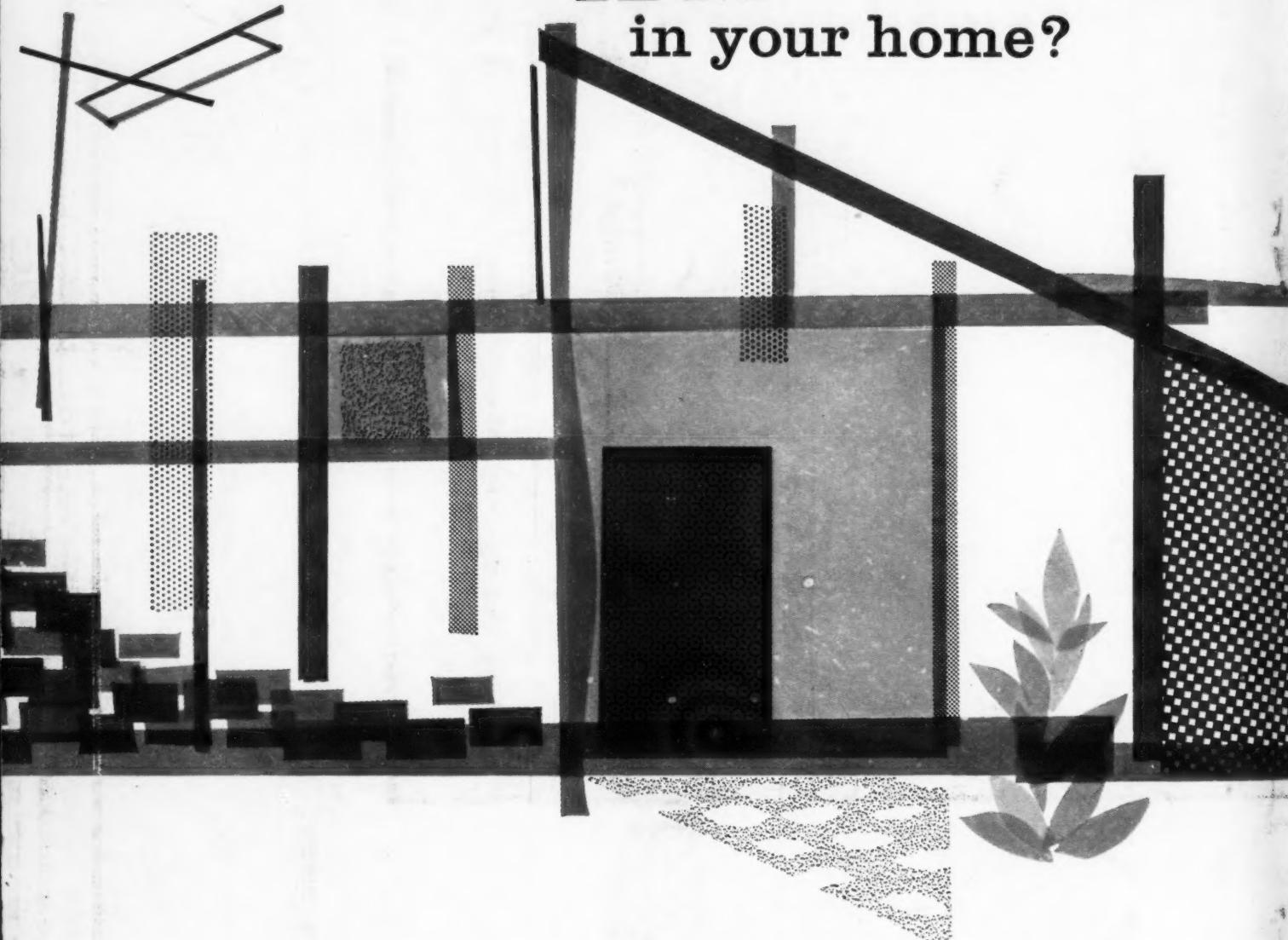
See these new color-styled "Clutter-Proof" Desks at our local branch store or dealer or write Shaw-Walker, Muskegon 42, Michigan, for booklet "This desk is time-engineered to help you."



SHAW-WALKER

(Circle number 186 for more information)

Largest Exclusive Makers of Office Equipment
Muskegon 42, Mich. Representatives Everywhere



ever see **IBM** in your home?

HOW IBM FIGURES IN THE NATION'S HOUSING PICTURE

Building Contractor: A Pennsylvania building contractor takes the guesswork out of cost estimates by analyzing daily costs with his IBM system. The result: no misunderstandings and considerable cost savings to homeowners.

Mortgage Loans: A large bank now processes 90,000 individual real estate loan accounts in less than six hours—with its IBM electronic data processing system.

Utilities: An Eastern power and light company installed an IBM billing and accounting system, saving \$200,000 a year... and providing trouble-free customer bills.

- YOU'LL seldom find a better example of the many ways IBM helps business than in America's housing industry.
- EVEN while new homes are still dreams, the facts that keep costs at rock bottom are figured on IBM machines by lumber, appliance, and transportation companies. Speedy IBM methods keep production, inventory and shipping low in cost, yet geared to the nation's building needs.
- AND after houses are built, IBM systems coolly figure new savings. Banks use them to make mortgage loans less expensive and time payment accounting more economical; insurance companies keep home protection costs at a minimum; light, power, fuel, water and telephone companies serve more efficiently and economically with the aid of IBM systems.
- YES, every day, in uncounted ways, IBM business systems quietly add to the pleasure of daily living... the effectiveness and profit of business.

IBM[®]

**DATA
PROCESSING**

DATA PROCESSING • ELECTRIC TYPEWRITERS
TIME EQUIPMENT • MILITARY PRODUCTS